

An aerial photograph of the Austin, Texas skyline. The Colorado River flows through the foreground, with the Congress Avenue Bridge spanning it. The bridge has several cars on it. In the background, the city skyline is visible, featuring various skyscrapers and buildings. The sky is blue with some clouds.

# *Gone to* TEXAS

ECONOMIC DEVELOPMENT GUIDE • 2021-2022





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# TEXAS

## ECONOMIC DEVELOPMENT GUIDE

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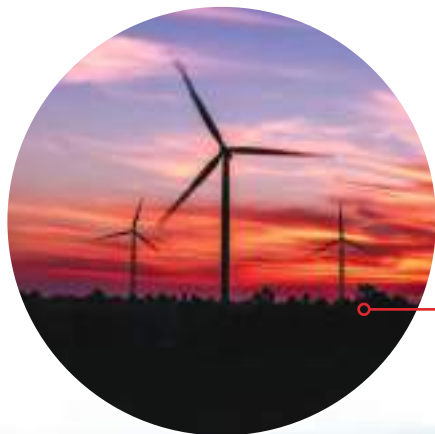
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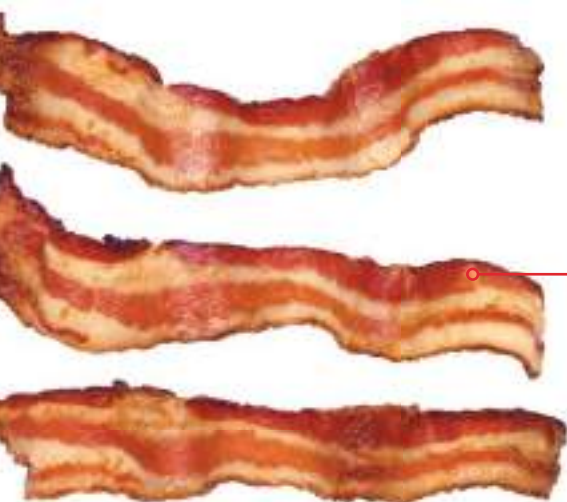
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## 3 reasons why so many firms are choosing to relocate to the Lone Star State.

Austin, TX  
Photo: Getty Images

by RON STARNER

**G**one to Texas. Three simple words that pack a lot of punch. Perhaps a gut punch to the state being left behind, but more importantly, a fistful of dollars for the state rolling out the welcome mat.

Moving is never easy. Neither is the decision to move, especially when you've planted roots in a place that nurtured your growth. Whether for personal reasons or corporate ones, choosing to leave your hometown to find greener pastures is often complicated and fraught with risk.





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## Never in U.S. history have so many Americans elected to change addresses.

You weigh the pros and cons. You evaluate your potential new home against the merits of your current one. And you consider the impact of the move on everyone else — not just the people going with you, but perhaps more importantly, the people you're leaving behind.

That's why what happened in 2020, and continued happening in 2021, is so remarkable. Never in U.S. history have so many Americans elected to change addresses.

According to the National Association of Realtors, 8.93 million people relocated between March and October of 2020. That marked an increase of nearly 94,000 people changing addresses, compared to the 8.84 million who moved during

the same period in 2019. The spring and summer months brought the most relocations, but the traffic jam of moving vans that began in March 2020 never truly subsided.

American households, however, were not the only entities engaging in a mass exodus. As the pandemic wore on, companies followed suit. What started as a trickle of relocating firms over the summer turned into a tidal wave in the fall and winter as corporate executives did the math and found it didn't add up to remain in high-tax, high-cost, high-regulation places.

As Site Selection Editor-in-Chief Mark Arend chronicles in his story about corporate headquarters relocations in this publication, once a



few high-profile names made the switch to Texas, others found it easy to follow. Digital Realty Trust moved its headquarters from San Francisco to Austin. Rex Teams left Seattle for Austin. Wesco Aircraft relocated from Santa Clarita, California, to Fort Worth. And the granddaddy of them all, Oracle, said goodbye to Silicon Valley and hello to Austin.

Moves like these were a big reason why Texas won the coveted Site Selection Governor's Cup trophy for a record ninth consecutive year. Texas claimed the crown by securing 781 corporate facility projects in 2020, nearly doubling the output of second-place Ohio.

Why do so many companies make this decision? It's easy to cite the statistical foundation for these capital-intensive moves, but in reality, the decisions go much deeper than accounting. Citing cost of living, tax rates, incentives and regulatory environments makes for a compelling case that satisfies the CFO and shareholders. But doing that alone ignores three fundamental factors: an aggressive governor; an overall philosophy of governance; and a state that refuses to concede to the competition.

Gov. Greg Abbott took a lot of heat in early March when he announced his decision to fully reopen Texas, but business leaders loved him for it. The Texas Restaurant Association spoke for many when it said: "For the thousands of local restaurants on the brink of closure and the 167,000 Texans that remain unemployed in our industry alone, there's finally a light at the end of a very long and dark tunnel."

Abbott made that bold move because of his bedrock belief in the power of freedom to unleash the best that Texans have to offer. He outlined his philosophy of governance when he recently told

me, "Businesses have almost total freedom to run their company the way they see best. We can't run their businesses better than they can. We get out of their way and let them do what they do best."

Finally, Texas never quits trying to be the best state at attracting jobs and industry. Not even after a decade of dominance in the prestigious Site Selection Governor's Cup competition. That's why Gov. Abbot and lawmakers in Texas continue to tinker with tax and regulatory policy to make the state even more competitive. And it's why Texas continues to fund government-led economic development better than any other state in the nation.

In other words, get ready to see those three words — Gone to Texas — a whole lot more in 2021, 2022 and beyond. ★

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# The Texas Economy: Back in the Saddle



by M. RAY PERRYMAN

In spite of some major challenges over the past year, the Texas economy is beginning to get back on track. Recovery from the pandemic, a severe hurricane season, and the historic winter storm event of February 2021 is ongoing, and the economy's resilience has been clearly demonstrated. Moreover, the state is well positioned for strong long-term growth.

Like all parts of the nation and, in fact, the globe, the Texas economy was hit hard by the COVID-19 pandemic. From an economic perspective, the pandemic has caused substantial and, in many cases, catastrophic losses. Millions of individuals in the state have faced unemployment or reduced hours. Between February and April 2020, the total number of people working in Texas dropped by nearly 1.5 million (more than 10%).

Initial unemployment claims went from averaging about 13,500 per week to closer to 300,000, topping out at more than 315,000 in early April.

Businesses dealt with closures, capacity limits, and additional expenses for cleaning or necessary modifications to enable safe operations. Supply chains were disrupted, causing yet more losses. Of particular note to the Texas economy, the combination of an increase in oil supply and the pandemic-related sharp decline in demand caused prices to plunge, and drilling and other activity dropped along with it.

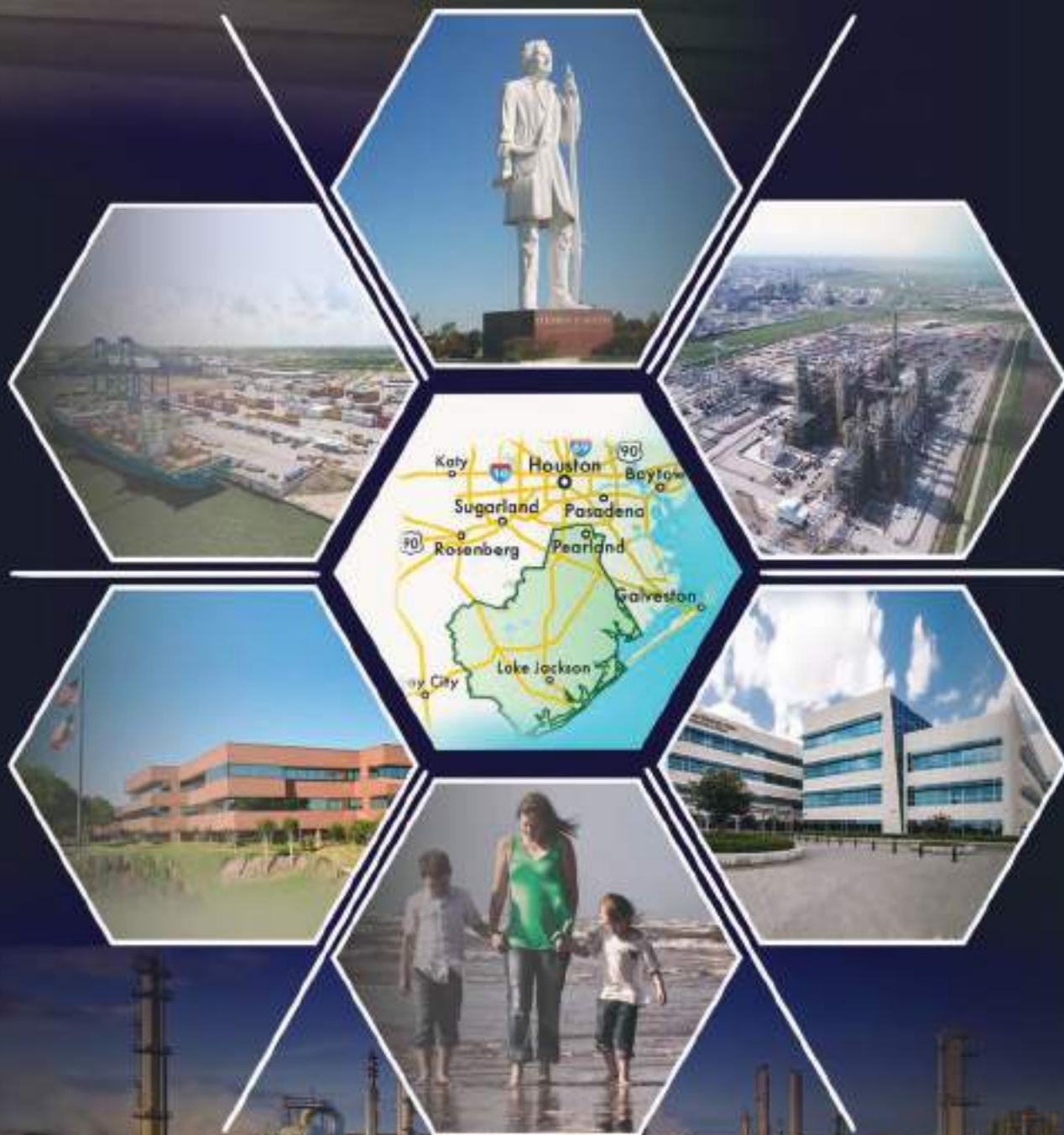
While it will take time to regain all of the lost ground, the recovery is well underway. About 878,500 Texas jobs had been regained as of February 2021 (the most recent data available as I write this), despite a temporary



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freeze-induced setback. While employment is still about 600,000 below the prior peak, there has been notable improvement. Initial unemployment claims are now generally under 50,000 per week, several times higher than optimal but well below the spring and summer of last year. Activity in the energy sector is beginning to be restored and Texas rig counts are in the 200 range, almost double the level last summer, and current prices support additional activity. During normal times, the oil and gas sector supports about 15% of economic activity when the state's extensive network of oil field service companies, pipelines, processing facilities, headquarters operations, and a spectrum of other firms are considered. This sector is

The reasons for the problems with the power grid are complex, but they can certainly be dealt with. Work is underway to pinpoint causes and find solutions. In some instances, changes will be relatively simple, though others will require significant investments. The unprecedented weather identified weaknesses which thoughtful action can address, with the result being a stronger supply going forward.

Looking ahead, the outlook for the Texas economy is strong. Drivers of future growth include a wide range of industries, from longtime cornerstones such as oil and gas to emerging technology-oriented sectors. Texas has long led the way in attracting major corporate locations and expansions

“Looking ahead, the outlook for the Texas economy is strong. Drivers of **future growth include a wide range of industries**, from longtime cornerstones such as oil and gas to emerging technology-oriented sectors.”

– **Dr. M. Ray Perryman**, President, CEO, The Perryman Group



likely to expand markedly going forward, as global demand resurfaces and increases, costs continue to fall, and the carbon footprint of oil and natural gas continues to improve.

The other recent challenge the Texas economy has faced is the extreme weather in February 2021. Records were shattered across the state and the cold lingered for an unusually long period of time. The demands on the power grid were exceptional, and when brutal conditions took down about 40% of generation capacity (wind turbines and conventional plants alike), rolling blackouts were implemented to avoid catastrophic damage to the grid. Most households and businesses had to deal with power outages (sometimes for days in freezing temperatures) and millions had no water (again for an extended period).

and will remain highly competitive for the foreseeable future. In fact, the state has won this magazine's "Governors Cup" for the most significant locations and investments for the past nine consecutive years, usually by a wide margin. In 2020, the state had more than 700 qualifying projects in the midst of the pandemic. Texas also obtained the "Deal of the Year" with the Tesla gigafactory, as well as other high-profile announcements. Advantages such as a lower cost structure, friendly business environment, large workforce, strong system of higher education and training, highly praised incentive programs, and a mix of industries primed for growth will keep the state on many short lists for locations. Continued support for economic development at the State and local level will help seal the deals.



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The Perryman Group's latest long-term forecast indicates recovery from recent issues and expansion in the decades ahead. Nearly 6.8 million jobs are projected to be added, for a 2045 total of 19.5 million and a 1.72% annual rate of growth over the period. Population is likely to grow by more than 11.0 million to reach 40.3 by 2045. Output (real gross product) is anticipated to expand from an estimated 2020 level of 1.7 trillion to 4.0 trillion in 2045, a 3.43% annual rate of gain. This growth is widespread across the state, with its many diverse regions seeing opportunities in a variety of traditional and emerging sectors. The large metropolitan regions and the Permian Basin oil

region will continue to be at the forefront, but opportunities abound throughout Texas.

As COVID-19 becomes more controlled, what was a remarkably strong economy going into the health crisis is recovering. While it may take another year or two for some industries and regions of the state to reach pre-pandemic levels, the long-term outlook is clearly positive. The Texas economy is saddled up and ready to ride! ★

*Dr. M. Ray Perryman is President and Chief Executive Officer of The Perryman Group ([www.perrymangroup.com](http://www.perrymangroup.com)), which has served the needs of over 2,500 clients over the past four decades.*



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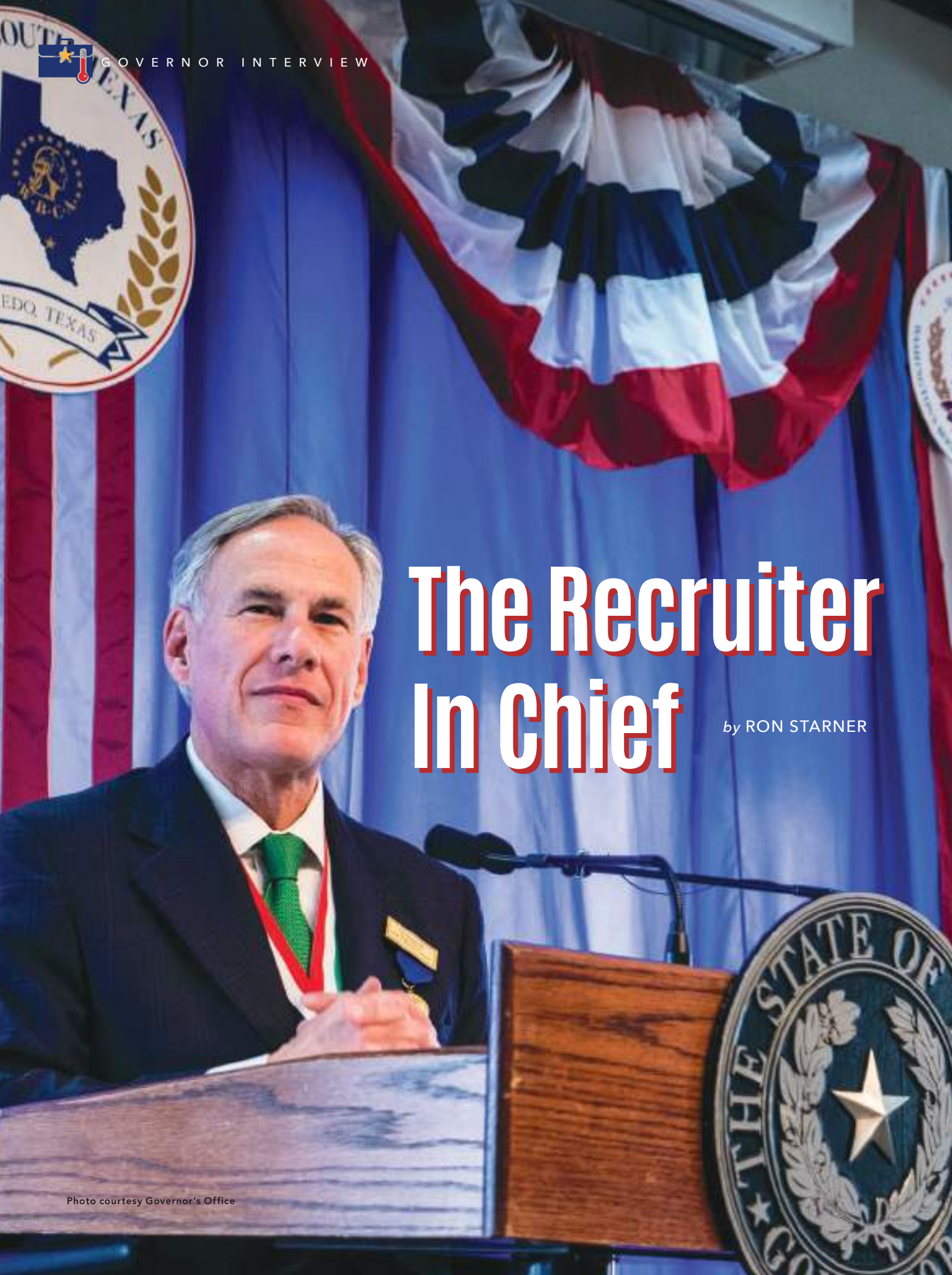
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GOVERNOR INTERVIEW



# The Recruiter In Chief

by RON STARNER

Photo courtesy Governor's Office



# Texas' ultimate deal closer resides in the Governor's Mansion.

**W**hen your state has won the coveted Site Selection Governor's Cup a record nine years in a row, you may be tempted to rest on your laurels.

There won't be any of that going on in Austin this year, if Texas Gov. Greg Abbott has his way. Far from it, Abbott is doubling down on his pursuit of corporate plant investment and private sector job creation.

In a candid interview for this publication, the 48th Governor of Texas said he isn't done persuading CEOs and other business leaders to choose Texas for their various operations. From corporate headquarters to manufacturing plants and logistics facilities, companies are investing into new and expanded projects in the Lone Star State at an unprecedented pace.

In 2020, Texas outpaced every other state in the nation by landing 781 corporate facility deals, nearly doubling the total of second-place Ohio, which tallied 419. No other state in America even came close to reaching half of Texas' total.

A big reason behind Texas' windfall last year was the Governor's decision to reopen his state while many others were still closed for business.

"We undertook a number of measures that were focused on trying to maximize businesses being allowed to remain open and operate safely and to minimize any type of shutdown," the Governor told Site Selection Editor-in-Chief Mark Arend, "and find the right blend of that and maximum public safety. We focused on keeping businesses open as much as possible and providing them the guidance and the tools, meaning we were able to surge testing supplies through chambers of commerce to help businesses be able to test employees, for example."

The result was only a minor drop-off in corporate plant expansions from 2019 to 2020. In 2019, Texas landed 859 facility projects. In 2020, it secured 781.

In his more recent interview with us, the Governor pledged to pursue a balanced

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“The pace of CEOs calling me really has increased over the past year. They are frustrated with the governance of other states and the approach that their states take with businesses on things like taxes and regulations.”

– Greg Abbott, Governor of Texas

approach once again as he makes daily decisions on how best to protect both public health and business viability. On March 2, he announced that businesses in his state could reopen 100% on March 10 as long as certain public health attainment rates were being achieved.

Then, he went back to work, which for him meant getting busy on the phones talking to CEOs from around the country. Here's what the Governor had to say about that:

**You talk to corporate executives around the country all the time. Many of them would like to relocate their companies to Texas because they are not happy where they are. What typically are their two or three biggest frustrations with their current location?**

**GOV. ABBOTT:** The pace of CEOs calling me really has increased over the past year. They are frustrated with the governance of other states and the approach that their states take with businesses on things like taxes and regulations. We tell them that we want them, we embrace them, we support them, and we will help them achieve their vision for their companies. We then provide them with the resources and tools they need to get that done, whether that's incentives or workforce training or whatever they need. We embrace them and partner with our business leaders. And they know that they have a governor who is on their side and will work to make sure they succeed when

they move to Texas.

**What is it about Texas that people don't learn until they've been there for a year or two?**

**ABBOTT:** Here is what they say to me after they moved here: “We always believed that Texas would have a greater sense of freedom, but we had no idea how dramatic that difference would be.” Businesses have almost total freedom to run their company the way they see best. We can't run their businesses better than they can. We get out of their way and let them do what they do best.

**Over the last year, you've had to deal with a global pandemic, unprecedented recession, social upheaval and a massive winter storm. What's the biggest lesson you've learned about Texas and your job during that year?**

**ABBOTT:** It is so important to show resilience and resolve and perseverance. Life is always going to give you challenges to face. You just have to do your best and move on. Both the House and Senate this week passed substantial legislation to ensure that the Texas power grid will be better than ever before. Here's an analogy that I like to share. At the very beginning of Texas was the fall of the Alamo, but Texans did not give up. They fought another battle a couple of weeks later and won our independence. In Texas, we don't let challenges get in our way. We overcome them.



**Reshoring has become a hot topic over the past year. Which industries do you think are poised now to come back to America and to Texas in particular?**

**ABBOTT:** One of the biggest lessons we learned from the pandemic was the mistake that had been made in offshoring so many critical aspects of our nation's health care. In Texas, we are now manufacturing PPE in addition to other critical medical supplies. A soon-to-be-announced vaccine is going to be manufactured at Texas A&M. From medical

supplies and equipment to life-saving medicine, we understand the importance of having the immediate capability.

**Speaking of success, Texas recently put two teams in the Final Four of the Men's NCAA Basketball Tournament: Baylor and Houston. What do you have to say about that?**

**ABBOTT:** We have half the final four from the state of Texas. We play great basketball here and we are great at economic development too. That's what we say! ★



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# How Texas Keeps Winning

It takes a coordinated effort, says state economic development chief.

by RON STARNER



**D**espite the global pandemic, or perhaps because of it, many people and companies decided that 2020 was the year to move to Texas.

For a record ninth year in a row, Texas led the nation in corporate facility expansion activity, according to Site Selection magazine — and this time that included a slew of corporate headquarters relocations.

Texas also led the nation in 2020 in household relocations, as folks in droves packed up their homes in places like California, New York and Illinois and high-tailed it to the Lone Star State in search of a better life for themselves and their families.

A big reason why Texas lures so many employers and workers alike is all the work that goes on behind the scenes at the Economic Development & Tourism Office of Texas Governor Greg Abbott. Leading that team is Executive Director Adriana Cruz.

We recently caught up with Cruz for a discussion on the events of the past year and her plans for continuing this unprecedented run of success in economic development for Texas.

**2020 and 2021 have been full of news stories about people and companies moving to Texas. What's driving this mass migration?**

**CRUZ:** Texas has always been known as a land of opportunity and freedom. Texas ranks No. 1 in the country in population growth. It did in 2019 and it has for the past 19 years. The No. 1 location they're coming from is California. Texas ranks second in relocation activity in the nation, according to Texas Realtors. What brought this on? Our governor announced the process last April of how Texas would reopen the state. I was a member of that Strike Force. We asked, how can you be safe and still have your doors open? That common-sense approach appealed to a lot of companies and CEOs. They started questioning why they were located where they were. A lot of prospect activity came in because of that. They were not just calling our office, but calling the governor directly. We were thinking as economic developers that companies would put things on hold during an election year. We thought they would take a wait-and-see attitude. But the pandemic started accelerating companies' decisions.

**Your state won the prestigious Site Selection Governor's Cup yet again this year. How were you able to perform at such a high level in 2020 despite the global pandemic and recession?**



**CRUZ:** It is such an honor to win that award and to have the projects recognized nationally. To do it in a pandemic year is even more amazing. We had just under \$13 billion in capital investment. A lot of that had to do with the methodical and strategic way the governor went about reopening the state. It takes a lot of people working on this together — state agency partners and local and regional groups. Without them, we could not accomplish this.

**Gov. Abbott made the decision to open your state fully recently. How was that decision greeted by the business community?**

**CRUZ:** He implemented measures to protect our communities to make sure Texans could earn a paycheck and put food on their tables. On March 2, he announced that businesses could reopen 100% on March 10. Even at 75%, many Texans were still sidelined and could not pay their bills. But given the improvement in our COVID numbers, Gov. Abbott recognized that it was time to open Texas 100%. Texas is in a far different situation today than we were at the beginning of the pandemic. For a year, Texans have mastered the safety protocols. Today (March 22), 8 million vaccines have been given to Texans. We are vaccinating about a million people a week. The positivity

rate is down. Hospitalizations are down. We have learned the strategies to keep ourselves safe.


**How hard was Texas hit by the pandemic last year? Which industries absorbed the biggest blow?**

**CRUZ:** Texas was hit very hard. 1.4 million jobs were lost in March and April. Leisure and hospitality were the sector that was hit the hardest — accounted for 40% of the job losses. We are seeing a bounce-back in that sector now. Many of the businesses continued to operate and were hiring. Our unemployment rate went over 13.5%. It is now 6.8%.

**How long do you think it will take before Texas returns to peak employment?**

**CRUZ:** Economist Dr. Ray Perryman says that over the next five years, we will have GDP growth of 4.5%. We feel very optimistic. We feel like we are on the way back and the economic recovery is taking hold. Some of our communities rank in the top 10 for job resiliency. We have had 9 consecutive months of job growth.

**The recent deep freeze and power outages in Texas made national**



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Texas State Capitol building in Austin  
Photo: Getty Images

**headlines. Are you having to do anything special to counteract any lingering perceptions of Texas because of that?**

**CRUZ:** The Governor immediately stated that responding to the storm and power outage was the top priority of the Legislature. A lot of companies and site consultants understand that every region is susceptible to natural disasters. It was a once in a 500-year event. Never had all 254 counties been under a winter storm warning. Texans learn lessons and we take action. The Governor is working with the lawmakers to add more power to the grid. He recently issued an order to mandate and fund the winterization of the winter power structure.

**How does Elon Musk's decision to locate the Tesla Cybertruck plant in Texas impact your standing in the global automotive manufacturing sector?**

**CRUZ:** It has had a huge impact in the automotive sector, technology sector, battery manufacturing, venture capital, etc. We have seen a huge exodus of executives leaving California and moving to Texas. We have seen a tremendous amount of increase in interest. The Tesla project brings 5,000 new jobs and \$1.1 billion in capital investment. We are seeing other big announcements in the auto sector. Toyota announced an expansion of its truck manufacturing plant in San Antonio. There was already great interest in Texas. We are so happy to continue to build on that reputation.

**What role is quality of life playing in attracting remote workers to communities in Texas?**

**CRUZ:** In today's world of remote working, people are choosing where to live first and then where to work. Quality of life is extremely important in those decisions. Our comparatively low cost of living, great outdoor opportunities and wide-open spaces make Texas one of the best places to live in the U.S. This is also an affordable



“We were thinking as economic developers that companies would put things on hold during an election year. We thought they would take a wait-and-see attitude. But the pandemic started accelerating companies’ decisions.”

– **Adriana Cruz**, Executive Director, Economic Development & Tourism Office of Gov. Greg Abbott

place to do business. As a result, we are a population magnet.

**What are you hearing about the office sector in Texas? Will large CBD office buildings in your state return to something close to full occupancy anytime soon?**

**CRUZ:** We believe we will see office buildings in our CBDs fill back up. Commercial real estate contributed \$65 billion in GDP last year. Austin and Dallas-Fort Worth are some of the top markets in the country for commercial real estate, along with Houston and San Antonio. We are home to the corporate headquarters of CBRE. HP is building its corporate Headquarters in Spring, Texas. There will be telecommuting for the foreseeable future, but the office is

still going to play a significant role in the Texas economy.

**What’s been happening on the FDI front since the advent of the pandemic?**

**CRUZ:** Texas is very successful in FDI. Site Selection magazine has ranked us No. 1. Houston and Austin are very attractive. Small communities are also seeing their share of FDI — places like Plano and others. Companies from Brazil and Mexico are investing here. We have not been traveling abroad, so we are doing everything remotely now. That gives us a broader reach. We are able to do these Invest in Texas seminars more often now. We are doing them with Turkey, Peru, Panama, etc. We are getting the Texas word out there. ★

## AT THE HEART OF BUSINESS

  
**\$196,836**  
MEDIAN  
HOUSE VALUE

**31** MINUTES  
FROM  
  
THE DFW  
INTERNATIONAL  
AIRPORT

**15** MINUTES  
FROM  
  
DOWNTOWN DALLAS

  
**\$91,180**  
AVERAGE HOUSEHOLD  
INCOME

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ACTUAL SALES: \$622,203,720  
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# In Lockstep with Employers

by MARK AREND



In early February 2021, Governor Greg Abbott reappointed Aaron Demerson to the Texas Workforce Commission, subject to Senate confirmation, for a term set to expire February 1, 2027. The Commission is charged with overseeing and providing workforce development services to employers and job seekers in Texas. Aaron Demerson of Austin has served as the Commissioner Representing Employers since August 2019, and previously served as the Director of the Office of Employer Initiatives for the Texas Workforce Commission (TWC). Prior to TWC, he served as a Senior Advisor to Governor Rick Perry and was the Executive Director of the Economic Development and Tourism Division. Following are highlights of a mid-March interview with Site Selection Editor in Chief Mark Arend.

**Congratulations on being reappointed as Commissioner Representing Employers at the Texas Workforce Commission. Are there new or different priorities you anticipate during this new term?**

**DEMERSON:** None of us knew we would be hit by the pandemic in 2020, so we have some opportunities to do some things differently. We've always listened to the employers, and now comes the time to take what we've learned from this pandemic and put it into action. And we'll do some things differently as we continue to grow and evolve here in Texas, with companies like Tesla, Oracle and Hewlett-Packard announcing plans to relocate here, and smaller ones taking place, too, statewide. We're champing at the bit to see what's next for Texas without the pandemic. We've been able to make a lot of things work, even virtually, so I can only image what will happen once we're unleashed in other ways.

**As Employers' Representative, what expectations or resource requests do employers typically bring before the Commission?**

**DEMERSON:** We typically advocate for employers on the unemployment insurance side of things. I'm the Commissioner that represents the employers and two other commissioners represent the employees. And our Chair, Bryan Daniel, represents the public. Once a week we discuss unemployment insurance cases. Texas continues to be a very business-friendly state, and we're quite proud of that. The other side of what we do is policy from the employers' standpoint — making sure the tax rates are favorable, that we're doing the best we can to keep rates as low as we can so that companies can operate their businesses successfully. We're doing what we can to make sure that whatever rates are set are done looking at every angle to make sure we're able to make a difference.

We also advocate on behalf of the employer in terms of their needs and desires, such as liability protections, and making sure we continue to keep our training programs in place and don't deplete our training funds for skilling and upskilling employees. Industry association groups want to see Texas grow, and I represent that on the employers' side from a policy standpoint, making sure we have the proper programs in place so they can run their businesses and make a difference [see sidebar for a recent example]. Early in the pandemic, we spoke with major industry groups about their main concerns, and one was liability protection, which the governor made a priority. That's an example of how we're in lockstep with what the employers are looking for.



**Managing this role over such a vast geography and diverse economy as Texas must be a challenge. How are communications pipelines structured so you are aware of employers' workforce needs and concerns?**

**DEMERSON:** On the workforce side, we have 28 local workforce solutions offices throughout Texas. Those people are the boots on the ground for anything workforce related. That makes our job a lot easier. Communication in Texas is made easier by the relationships we have with them throughout the state. There's not a community in Texas that feels that they aren't tied into us here in Austin, and I'm tied in statewide. That's the secret in Texas behind some of our competitiveness — the fact that we communicate in an effective way anywhere in the state. We have that issue nailed down. And we were able to do that before the Zoom calls. ★

## New Funding Pays for Testing, Helps Workers Improve Marketability

**O**n March 8th, the Texas Workforce Commission (TWC) announced aid to Texans seeking to obtain their Texas Certificate of High School Equivalency (or TXCHSE), improve their marketability in the workforce, and increase their earning potential. The high school equivalency subsidy program provides free subsidies for Texans at least 21 years of age to take a GED or HiSET exam. While existing adult education and literacy (AEL) programs support adult learners to prepare to take a high school equivalency test, they do not cover the costs of taking a test. This program does that.

"Administrative costs should not be barriers for students who have a willingness to succeed and commit to continuing their education," said TWC Chairman Bryan Daniel. "These new funds will help students cross the finish line and improve their opportunities in the workforce."

Adult education and literacy (AEL) programs funded by TWC provide English language, math, reading, and writing instruction to help students acquire the skills needed to succeed in the workforce, earn a high school equivalency, or enter college or career training. Recent analysis shows that a significant number of unemployed Texans impacted by the pandemic do not have a high school diploma or its equivalent.

"Workers in adult ed programs often joined the workforce early and missed education opportunities," said TWC Commissioner Representing Labor Julian Alvarez. "These are hard workers who have a gap in their education that can be limiting. These programs help them fill that gap and position them to reach their full potential."

## Powering Business in the County

Uvalde County is located in a highly active corridor, nestled between the metro area of San Antonio and the vibrancy of the border city of Del Rio. Two of the longest highways in the country — US 90 and US 83 — intersect in Uvalde County. This busy corridor creates a strong competitive advantage for industries who wish to move goods in and out of the region.

The Uvalde area is filled with an abundance of natural beauty. The Nueces, Sabinas and Frio Rivers flow through Uvalde County. Three river canyons were home to many Native American Tribes and Spanish Missions. Whether you are a nature enthusiast, enjoy hunting & fishing or just like an occasional float down a river...Uvalde County is for you.

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# FDI Employment Growth **DOUBLES** Overall Job Growth

Photo: Getty Images

**T**exas may soon be announcing one of its largest foreign direct investments (FDI) to date — a \$17 billion semiconductor project for South Korea's Samsung Electronics Co. The site search, which reportedly includes locations in Korea, New York and Arizona, was still under way in early April. Should Texas land the project, it would likely join the Austin industrial market, where Samsung Austin Semiconductor has employed thousands of workers for the past 25 years.

The Samsung project would add more than 500 FDI jobs to the Lone Star State's more than 666,000 — the second-highest number of such jobs in the U.S. behind California.

More than 1,700 international companies have operations in Texas, employing more than 203,800 in the manufacturing sector, or 31% of all FDI jobs in the state, according to the Global Business Alliance. As a percent of total workers, Texas has the highest number of FDI jobs in the South Central U.S., at 6.1%. FDI employment growth grew 28% from 2013 to 2018; the state's overall private-sector employment grew 13% in that timeframe, or half the rate of FDI job growth.

In November 2020, Site Selection magazine named Texas the top state for FDI based on projects involving foreign-based end-user

investors, total project-related capex and total project-related job creation according to the publication's proprietary Conway Projects Database. Two Texas metros — Houston-The Woodlands-Sugar Land and Dallas-Fort Worth-Arlington — placed fifth and sixth respectively in the Top 10 metros for FDI projects nationally.

Texas is home to 32 foreign trade zones, giving international companies requiring the benefits afforded by those plenty of location options. The U.K., Germany, Canada, France and Japan are the countries with those most

FDI projects in Texas from

2011 to 2016, according to the Governor's Office of Economic Development & Tourism. The top five by job creation are Japan, Canada, Germany, India and the U.K.

by MARK AREND

## Japanese Investors Add Texas Facilities

Japan appears in both Top 5 lists, and in November 2020 it added another project to its extensive presence in Texas. CKD Corporation, headquartered in Aichi, Japan, announced its first U.S. production site in Austin. The \$13-million investment will create up to 70 new jobs and is scheduled to begin operations in fall 2021. CKD



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Corporation provides automation technology products found in a wide range of industries including automotive, packaging, and medical. The Austin manufacturing facility will produce fluid-control components for the semiconductor industry.

More than **1,700**  
international companies have  
operations in Texas, employing  
more than 203,800 in the  
manufacturing sector

In April, the Dallas office of Duke Realty Corporation announced the development of a state-of-the-art, full-service distribution facility for Yokohama Tire Corporation at Intermodal III Industrial Park. The deal secures a long-term lease agreement for the 431,630-square-foot facility in Wilmer, Texas, about 15 miles southeast of Dallas. The new facility expands Yokohama's distribution network in the U.S. to a fourth location centrally located to meet the needs of its customers in the Southwest. Yokohama Tire is expected to begin occupying the space this summer. It will first be used to distribute Yokohama's OE tires, followed by passenger car/light truck and commercial truck/bus products in 2022. ★

## Top State for Exports —Again

**T**exas ended 2020 as the No. 1 exporting state in the United States for the 19th consecutive year, more evidence of the strength and resilience of the state's economy, said Robert Allen, president and CEO of the Texas Economic Development Corporation. "Texas has developed a remarkable track record of economic achievement," Allen said. "Texas is and has been the No. 1 exporting state in the nation, the best state business climate, and the world's ninth largest economy. Even with all the challenges we faced in 2020, we are still outpacing the competition in exports — handily, I might add — that's a really good sign."

With \$279 billion in export trade in 2020, Texas continues to lead the United States as it has for the past two decades. Texas' 2020 exports were larger than the sum total of goods exported by the next three largest export states — California with \$156 billion in exports, New York with \$61.9 billion and Louisiana with \$59.6 billion, Allen said. Texas is also the No. 1 exporting state of technology products for the eighth consecutive year as well, according to the U.S. Census Bureau, with \$44.8 billion in exports. California was in second place with \$37.5 billion in exports.

The U.S. Bureau of Economic Analysis released 2020 export data on February 5th. This data shows the pandemic had a negative effect on exports across the nation in 2020, but a combination of factors that sustain Texas' economy helped it retain its top spot on the list of exporters by state. "Those factors include Texas' pro-business climate of low taxes and reasonable regulations, its economic diversity, the second largest workforce in the nation, and its award-winning infrastructure — among many others," Allen said.



A rendering of Yokohama Tire's new distribution facility in Wilmer, Texas.  
Image courtesy of Duke Realty Corporation



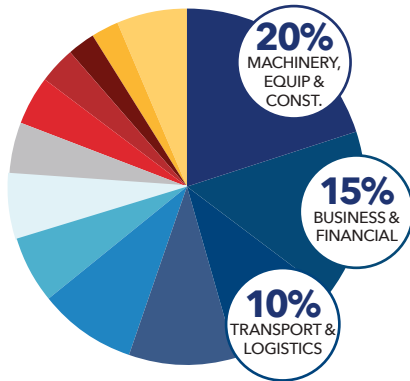


# TEXAS *by the Numbers*

## Top 20 Projects of 2020

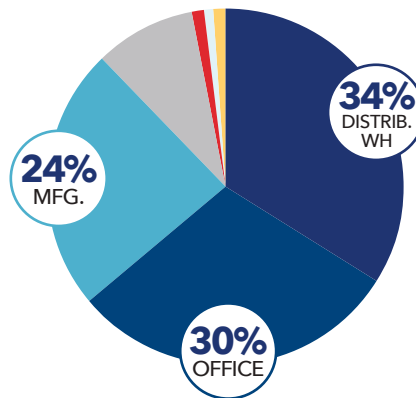
COMPANIES	CITY	SECTOR	CATEGORY	TYPE	INV. US\$M	JOBS
Axiom Space, Inc.	Houston	Aerospace	Expansion	Office, Manufacturing	2,000	1,000
Tesla Motors, Inc.	Del Valle	Automotive	New	Manufacturing	1,000	5,000
Max Midstream Texas, LLC	Point Comfort	Energy	New	Manufacturing, Dist. Warehouse	1,000	474
Qorvo, Inc.	Richardson	Machinery, Equip. & Const.	Expansion	Manufacturing	850	65
Braskem S/A	La Porte	Chemicals & Plastics	New	Manufacturing	750	50
Verizon Communications Inc.	Irving	Electronics	Expansion	Office	285	
Georgia-Pacific LLC	Sweetwater	Paper, Printing & Packaging	Expansion	Manufacturing	285	120
FFF Enterprises, Inc.	Flower Mound	Life Sciences	New	Office, Distribution Warehouse	270	
Freshpet, Inc.	Ennis	Food & Beverage	New	Manufacturing	264	427
Amazon.com, Inc.	Waco	Transport & Logistics	New	Distribution Warehouse	200	1,000
Horn Technologies & Services, Inc.	La Porte	Business & Financial Services	New	Manufacturing	200	38
Amazon.com, Inc.	El Paso	Life Sciences	New	Distribution Warehouse	192	700
BAE Systems PLC	Austin	Aerospace	Expansion	Manufacturing	150	700
The TJX Companies Inc.	El Paso	Transport & Logistics	New	Distribution Warehouse	150	950
Chevron Phillips Chemical Co. LLC	Pasadena	Energy	Expansion	Manufacturing	150	350
Southwest Airlines Co.	Houston	Transport & Logistics	New	Distribution Warehouse	125	400
Kinder Morgan Inc.	Pasadena	Energy	Expansion	Manufacturing	123	30
Shanghai United Imaging Healthcare Co., Ltd.	Houston	Life Sciences	New	Research and Development	112	143
Envases (UK) Limited	Waco	Metals	New	Manufacturing	100	121
Interim Healthcare Inc.	Pearland	Business & Financial Services	New	Headquarters	100	44

### Top Projects by Sector



SECTOR	PROJECTS
Machinery, Equip. & Const.	167
Business & Financial Services	128
Transport & Logistics	86
Food & Beverage	81
It & Comm.	74
Life Sciences	50
Energy	49
Chemicals & Plastics	38
Consumer Products	37
Metals	28
Automotive	22
Electronics	20
Other	52

### Top Projects by Type



TYPE	PROJECTS
Distribution Warehouse	312
Office	277
Manufacturing	219
Headquarters	83
Research & Development	12
Call Center	8
Data Center	8

Source: Conway Data Analytics

## Lone Star Fast Facts



Population

**29M**



Capital

**Austin**



Population Rank

**No. 2**



Total Area

**269k sq. mi.**



Governor

**Greg Abbott**



Median Household Income

**\$61,874<sup>(2019)</sup>**



***Texas is No. 1***



**Gov. Cups won  
9 years in a row**

Site Selection Magazine



**Texas is the  
No. 1 Exporter**

U.S. Census Bureau, 2020, 19th consecutive year



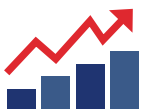
**No. 1  
Fastest-Growing  
State Economy**

U.S. Bureau of Economic Analysis 2020



**No. 1 State  
for Business**

Chief Executive, 16th consecutive year



**No. 1 State for  
Growth Prospects**

Forbes 2019



**No. 1 Best State to  
Start a Business**

WalletHub 2019



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IN NORTH TEXAS  
WITH AN ESTIMATED  
**262,067 JOBS**  
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IN AMERICA WITH OVER  
90 NATIONALITIES  
REPRESENTED

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Foreign-owned Companies



**>148**

Institutions of  
Higher Education



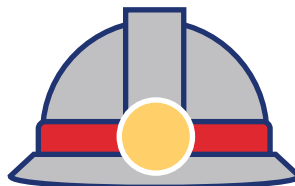
**2.7 M**

Small Businesses



**50**

Fortune 500 HQs



A Workforce of

**14 M**



**90+**

Fortune 1000 HQs



**2nd**

Largest Civilian Workforce  
in the Nation



**M**aster innovator Elon Musk is not the only entrepreneur poised to churn out electric vehicles in the Texas capital, Austin. As Musk's \$1.1 billion Tesla Gigafactory takes shape in eastern Travis county, so many EV models are being imagined and manufactured in the Austin region that it's now becoming known as the "electric vehicle capital of the world."

That's the term used by Andrew Leisner, CEO of the newly formed EV startup, Volcon. Launched in October 2021, Volcon describes itself as "the first all-electric, off-road powersports company." Its initial lineup includes two and four-wheeled electric, off-road adventure and utility vehicles including The Grunt, an electric motorcycle with a 100-mile range and a maximum speed of 60 miles per hour priced at about \$6,000.

Volcon is off to an impressive start, having already announced plans to build a manufacturing plant in nearby Liberty Hill that's expected to produce up to 9,000 vehicles a year. The new factory is to feature riding trails, an RV park and customer experience center. Through December 2020, Volcon had

by GARY DAUGHTERS

quickly raised \$4.5 million through seed money and a WeFunder campaign.

"Volcon was quickly funded with an oversubscribed seed round, confirming the enthusiasm for the category," said Leisner. "I am excited to help lead the evolution of the powersports industry with electric vehicles that enhance the outdoor experience while reducing our environmental footprint for future generations. Thanks to companies like Tesla, the electrification of the powersports industry is no longer a question of if, but when, and Volcon is positioning itself to play a substantial role in this rapidly changing environment."

At the same time that Volcon expands its footprint and its offerings, Austin-based Ayro is scaling up to produce tens of thousands of light-duty electric vehicles that can be used to deliver food and to ferry travelers around airports. The Ayro 311, a uniquely shaped three-wheeler is tailored to restaurants, pharmacies and other business seeking cost savings while pursuing sustainability goals.

Based just north of Austin in Cedar Park, Hylion makes electrified power trains for tractor-trailers that cut down on fuel

Downtown  
Austin

Photo by  
Heather Overman



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“Texas remains one of the nation’s most interesting and fastest-growing tech markets, with Austin leading the way.”

–Morgan Flager, Silverton General Partner

consumption. Bolstered by a recent merger expected to generate more than \$560 million for the company, Hyliion expects to top a billion dollars in revenue in 2023.

### 360 Degrees of Innovation

Austin’s surging EV industry goes to show how a startup scene once known chiefly for enterprise software has evolved in surprising directions. Rated by Inc. Magazine as America’s top city in which to start a business in 2020, Austin is home to such diverse, nationally known startups Whole Foods, Indeed, Homeaway and the vodka makers Tito’s and Deep Eddy.

And beneath the surface bubbles a new generation of startups that is increasingly varied. The most recent cohort to participate in the University of Texas at Austin’s Student Entrepreneur Accelerator and Launch (SEAL) program includes:

- NwaBebè (baby bottles)
- Oxymoron Ink (non-permanent tattoo ink)
- BioBQ (lab grown meat)
- Pocket Punch (self-defense)
- Empire Learning (real estate)
- Good Apple (food delivery)
- Terra Helmets (eco-friendly protective gear)

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John Jacobs

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is a key part of any startup ecosystem, and there, Austin truly shines. According to Crunchbase, Austin was the target of 61% of venture capital funding in Texas in 2019, a total of 1.84 billion dollars, an impressive yearly increase of 19.5%. Austin happens to be home to Silverton Partners, ranked by [cbinsights.com](http://cbinsights.com) as the most active VC in Texas by unique investments.

"Texas remains one of the nation's most interesting and fastest-growing tech markets, with Austin leading the way," says Silverton General Partner Morgan Flager. "We've always felt that if Austin wins, we win, and that's how we've run our business. And since some of our most successful exits were forged during the 2008 financial crisis, we are excited to help build the next generation of companies that can withstand difficult times and emerge stronger."

### Giving Life to Ideas

In and of itself, scientific brilliance does not translate to business sense, and thus the best innovators are not necessarily best entrepreneurs. UT at Austin offers an impressive array of programs designed to help

translate ideas into commercial products and businesses.

"Our tagline here at the University of Texas is 'What starts here changes the world,'" says Luis Martins, director of the university's Herb Kelleher Entrepreneurship Center. "I can't think of a better way to change the world than through innovation and entrepreneurship."

The Austin Technology Incubator is the deep tech incubator affiliated with the university, focusing on breakthroughs in energy, food and agriculture technology, healthcare, mobility, water and circular economies. Founded in 1989, it is also the longest active technology incubator in the United States. ATI's mission is and has been to empower university and community entrepreneurs through a customized approach to effectively commercialize their breakthrough innovations.

Similarly, UT at Austin's Office of Technology Commercialization provides outreach to the university's faculty on the commercialization process, promotes collaboration with industry and helps to license and protect inventions and software. ★



# Universities Support Diverse Needs of Industry Across the State



Photo courtesy of  
Texas Technical University

by SAVANNAH KING

**T**he second-largest workforce in America is over 14 million strong and is growing by the minute.

Texas's robust system of 148 higher education institutions includes six public state university systems, six state technological college systems, and 50 community college districts. Across the state, these institutions educate 1.57 million students annually.

Even with the challenges of remote instruction following the pandemic, Texas state university systems saw increased enrollment. We've compiled key information regarding each of the state's six public university systems. With so many leading educational and research locations across the Lone Star State, a skilled and talented workforce is around every bend.

- **Texas A&M University System:** One of the largest systems of higher education in the country, the Texas A&M University System is a statewide network of 11 universities, with its flagship campus in College

Station. According to Money Magazine, Texas A&M University ranks No. 1 in the state for value. The university's student population ranks among national leaders and is the largest in Texas, according to U.S. News and World Report.

In 2020, the system began building a half-billion-dollar complex in the Texas Medical Center area in Houston. The complex will house the university's groundbreaking Engineering Medicine (EnMed) program and create additional student housing and medical office space.

According to Forbes, Texas A&M University is the No.1 university in the nation for having the most graduates serve as CEOs of Fortune 500 companies. The university system also boasts an impressive lineup of nationally-ranked programs for business, engineering, health care, petroleum engineering, biology & agricultural engineering, nuclear engineering, and veterinary medicine.





- Texas State University System:**

The first higher education system established in Texas today has evolved into a network of seven institutions and 13 campuses stretching from the Texas-Louisiana border to the Big Bend region in West Texas. Member institutions include Lamar University, Sam Houston State University, Sul Ross State University, Texas State University, Lamar Institute of Technology, Lamar State College Orange, and Lamar State College Port Arthur. Lamar Institute of Technology was recently named No. 7 among the top 50 community colleges by Academic Influence — out of nearly 1000 community colleges in the U.S.

The Texas State University System (TSUS) is the third-largest system in Texas, with enrollment exceeding 87,000 students in the Fall 2020 semester. The system also maintains the lowest average tuition and fees of any university system in Texas.

Texas State University (TSU) in Round Rock enrolls some 38,000 undergraduate and graduate students in its more

than 200 degree programs. In 2020, TSU established the Center for Innovation and Entrepreneurship to foster collaboration and innovation across disciplines.

- Texas Tech University System:**

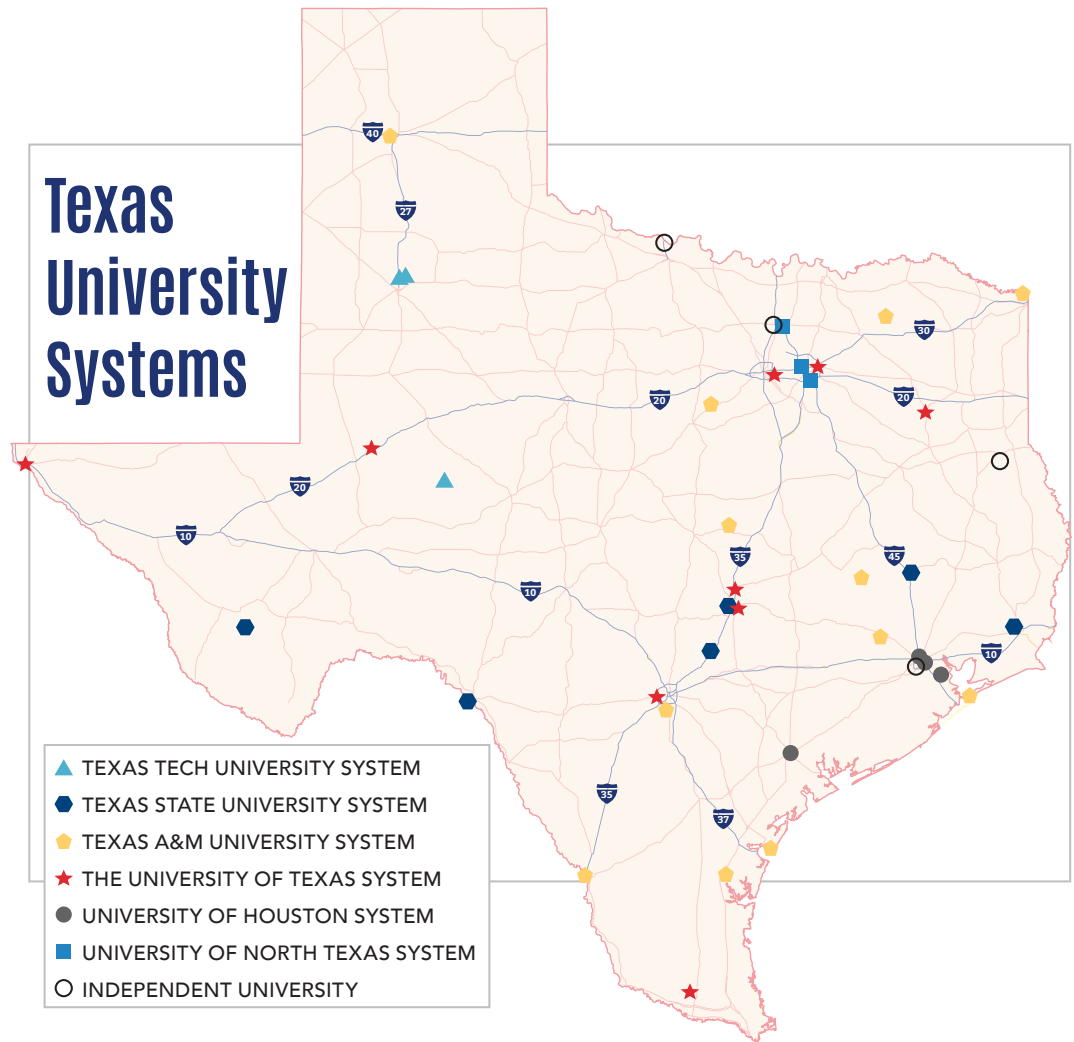
One of the top public university systems in the nation, the Texas Tech University (TTU) System consists of four component institutions — Texas Tech University, Texas Tech University Health Sciences Center, Angelo State University and Texas Tech University Health Sciences Center El Paso — and operates in 18 cities (16 in Texas, two international).

TTU has seen a decade of significant growth and recently hit a major enrollment milestone reaching a student population of more than 40,000. The university will be welcoming its inaugural class in fall 2021 to its new School of Veterinary Medicine.

According to Corporate Recruiter College Graduate Ranking Poll, a national survey of corporate business recruiters

Texas A&M LBJ Student Center.  
Photo courtesy of Texas A&M University

University of North Texas eagle statue soars above students.  
Photo courtesy of UNT



by Witman Insight Strategies, TTU graduates are among the most sought after in the country. Additionally, TTU has recently earned a designation as a Hispanic-Serving Institution (HSI) by the U.S. Department of Education.

• **The University of Houston System:**

Ranked among the best in the U.S., the University of Houston (UH) is home to innovative research and a diverse student population. UH earned a top 50 ranking on U.S. News and World Report as a “Top Performer for Social Mobility” and also landed on the lists for “Top Public Schools” and “Best Value Schools.”

UH enrolled more than 47,000 undergraduate and graduate students in fall 2021. In recent

years the university’s C.T. Bauer College of Business and Wolff Center for Entrepreneurship were named the No. 1 program in the U.S. for developing undergraduates to become entrepreneurs by The Princeton Review.

The University system consists of four separate universities, including the University of Houston Clear Lake, University of Houston Downtown, University of Houston-Victoria, and the University of Houston.

• **University of North Texas System:**

Based exclusively in the Dallas-Fort Worth region, the University of North Texas System includes the University of North Texas, University of North Texas Health Science Center and the University



of North Texas at Dallas. A regional educational leader — with campuses in Dallas, Denton, Fort Worth, and Frisco — UNT offers more than 300 bachelor's, master's, and doctoral degree programs.

UNT's flagship university in Denton is a Tier 1 research university with more than 40,000 students. The UNT Health Science Center in Fort Worth is one of the nation's premier graduate academic medical centers and is a top producer of primary care physicians in the state. It's also a leader in DNA and Alzheimer's Disease research.

- **University of Texas System:**

Enrolling more than 1/3 of the students in Texas public, academic institutions, the University of Texas (UT) System has 14 academic and health institutions in multiple locations across the state, producing more than 64,000 degrees annually. UT is one of the most innovative universities in the world, collectively ranking No. 3 for most U.S. patents granted in 2019. Additionally, the UT System is No. 1 in Texas and No. 2 in the nation in federal research expenditures.

According to U.S. News & World Report, several UT programs ranked among the 2021 best online college programs in the country. The ranking focused on degree programs designed to be administered online (rather than programs brought online in response to the pandemic) and highlighted programs of study at UT Arlington, UT Dallas, UT Medical Branch and UT Tyler. ★



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# Texas Reskilling Grant helps Texans get back to work.

by SAVANNAH KING

**P**andemic-related layoffs and closures left many people across the country in need of a new opportunity. The scenario was no different in Texas. At the start of the pandemic, Texas' unemployment rate rose to 12.8%. By February 2021, the seasonally adjusted Texas unemployment rate had dropped down to 6.9%, compared to 6.8% in January 2020.

Rebounds like this don't happen by chance. The state took immediate action working with employers, higher education and Texans to head off the worst of the effects. One of

the Texas Workforce Commission's primary concerns was keeping the state's talent pipeline primed for the future by helping students stay on track.

In July 2020, the state announced a \$175 million combined investment to post-secondary students and institutions to support higher education, including \$93 million to help students continue or restart their progress toward earning a post-secondary credential or degree. Funding comes from the Governor's Emergency Education Relief Fund made available through the Coronavirus Aid, Relief and Economic





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Security (CARES) Act signed into law by President Trump.

“One of the best ways to accelerate our economic recovery is to make strategic investments in our future workforce,” said Governor Greg Abbott. “These federal funds will provide targeted assistance to keep students enrolled or help them re-enroll in higher education so they can pursue new professional and economic opportunities for themselves and their families. By investing in our students and institutions, we will make our workforce and our economy even stronger.”

The Texas Higher Education

Texas institutions to expand access to programs that equip students to enter the workforce with the credentials and education tomorrow’s economy will demand.”

### **Statewide Workforce Strategy Aims to Hire**

In October 2020, Texas launched a new statewide workforce initiative, Aim Hire Texas (AHT), to help close the gaps between employers and Texans seeking good, high-paying jobs.

The effort is a collaboration between Texas 2036 — a data-driven nonprofit working to ensure that



“It’s important to help Texans reskill and upskill **so they can get back on their feet**, get back into the economy, and drive the state’s economic recovery.”

– **Harrison Keller**, Commissioner of Higher Education

Coordinating Board (THECB) awarded two rounds of the Texas Reskilling Support Fund Grant Program. In March 2021, through a competitive process, 25 applicants representing 31 institutions and serving 6,100 students were selected for the awards. In December 2020, \$18.1 million was awarded to 40 applicants representing 49 institutions and serving nearly 12,000 students.

“Texas has tens of thousands of good jobs that are being created across the state, and at the same time we have many displaced workers who are still unemployed. It’s important to help Texans reskill and upskill so they can get back on their feet, get back into the economy, and drive the state’s economic recovery,” said Commissioner of Higher Education Harrison Keller. “Thanks to the strong support of Governor Abbott and our Texas legislative leadership, the strategic investment to date of more than \$27.4 million enables our

Texas remains the best place to live and work through its bicentennial and beyond — and the Commit Partnership, which will co-chair the effort and help facilitate policy advocacy and the implementation of effective education and workforce data-driven practices. They are joined by a diverse group of founding partners including the Dallas Regional Chamber, Greater Houston Partnership, Texas Association of Community Colleges, Texas Rural Funders and United Ways of Texas.

AHT will create a statewide hub of private data and analysis, leveraging Texas 2036’s existing resources and analytics to maintain a near-real-time analysis of the state’s workforce. It also will work with public- and private-sector officials to share and promote emerging and proven strategies for workforce development, serving as a clearinghouse for information, policy ideas and leadership. ★





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TERRELL, TEXAS



# On to Greener Pastures

**Texas' famously pro-business climate, skilled workforce attracts family-owned businesses to Terrell.**

by SAVANNAH KING

**M**aintaining a family-owned business through the generations is no small task. It is accomplished through meticulous planning and attention to detail. As the generations continue, family-owned companies have to adapt to the times and make strategic moves when opportunity knocks.

Recently, two family-owned companies have elected to do just that — planting new roots in the East Texas town of Terrell.

Terrell is located just 25 miles east of downtown Dallas, at the junction of U.S. 80 and I-20. A major thoroughfare for the region, nearly 60,000 people pass through the town each day. An ideal location for companies that need to move goods to market, Terrell is located within a two-day drive of 93% of the U.S. market.

Additionally, Terrell is home to approximately 17,975 people, with access to a workforce of over 412,946 within 20 miles.

Photo: Getty Images



Paul Angelos' grandfather originally founded his family-owned shoe polish company, Angelus Shoe Polish, in Los Angeles as an immigrant from Greece back in 1917.

Citing difficulty with permitting following a relocation due to eminent domain, Angelos recently decided to relocate his family's business from California following a series of hurdles. Having decided on Texas as the company's next location, Angelos found a building he liked in Terrell. However, a chemical spill on the property dampened the deal, and Angelos decided not to go forward with the purchase. Undeterred, the city approached Angelos with an idea — "Why not build?"

"We made the deal and are planning to bring everything to Terrell as soon as possible," Angelos said. The new facility will be a manufacturing and distribution center for the company and its private-label program. Angelos said he and his family are excited for the move. "First and foremost, we feel welcome," Angelos explained. "We want to be a good corporate citizen and make Terrell happy. They took a leap of faith in our company."

Likewise, for Kevin Danzeisen's family-owned dairy business which recently selected Terrell for its new site. Danzeisen said his company's expansion into the Texas market by way of its new facility in Terrell is akin to his grandfather's steps when starting Danizen Dairy in Phoenix, Arizona, more than 60 years ago.

In early 2020, Danzeisen and his company, called 1836 Farms in Texas, expanded in order to offer organic Texas-made milk in glass bottles to grocers across the Lone Star State's major markets. The company plans to hire 20 people initially with plans to hire up to 50 in the next two years.

The company's distinctive, reusable glass bottles and high-quality organic milk — with several quirky flavors, including banana, coffee and root beer — has become a highly desired product in grocery stores like Kroger, Sprouts and Whole Foods in both states.

A key component to the dairy's

model — reusable glass bottles — requires easy access to roads reaching the state's major markets. The dairy delivers the bottles to grocers and accepts returns from the stores, allowing the bottles to be recycled, sanitized, and refilled before going back on store shelves. Terrell's logistical advantages became a key consideration for the company's site selection process.

**“We couldn’t be more excited about what Terrell has going on over there. We think it’s a great place with a lot of opportunities to grow in the next 20 years.”**

**– Kevin Danzeisenp, 1836 Farms**

"We're really excited about Texas in general," Danzeisen said. "Specifically, in Terrell, the way the highways are situated with I-20 and the other major intersections, we could get to other metropolises fairly easy and still be close to Dallas, our main hub. Terrell also has that small-town feeling. We wanted to be part of a community that we could impact and help in that way. We couldn't be more excited about what Terrell has going on over there. We think it's a great place with a lot of opportunities to grow in the next 20 years."

According to the U.S. Census Bureau, Kaufman County is the third fastest-growing county in the nation. Terrell is the second-largest city in Kaufman County, behind neighboring Forney. The city's unique quality of life, small-town feel and stellar educational institutions create an ideal location for companies and families to plant their roots.

"I've talked with some who have been able to leave their jobs in Dallas to work in Terrell," Ray Dunlap, president of Terrell EDC. "The advantages they speak of are invaluable. For one, they no longer



must spend two hours of their day in a vehicle commuting to and from the office. They have time to become more involved in the community through various activities and local events. They can drop their kids off at school, pick them up, and participate in daytime school activities and volunteer where needed. They can run home at lunch if they'd like. They are home from work in time on a Friday night to cheer on the Terrell Tiger football team. That's just to name a few. The benefits are tremendous and have provided a much-welcomed lifestyle change for these individuals and their families."

#### Students with Solutions

1836 Farm's new roughly 34,000-sq.-ft. dairy is located at the site of the former FUJI Films building in Terrell.

"It had been there vacant for almost 20 years," Danzeisen said. "So, we bought it and revamped it. We took it all apart, got it up to 2021 standards. It's kind of revitalized that whole area. That's our goal; we want to engrain

ourselves in the community and make a positive impact there."

While the dairy's organic product and old-fashioned glass bottles might lead one to believe it is a simple operation. The new facility is a state-of-the-art dairy and creamery. There was one thing, however, that required a solution. For that help, they've turned to an unconventional source — the local high school.

Terrell High School Career & Technical Education (CTE) students have access to innovative, industry-driven career pathway programs in high demand fields, including robotics, engineering, computer science, automotive service, welding, computer-aided drafting, health care, nursing, precision manufacturing, computer graphics, video technology and industrial safety.

"One thing we're going to be doing in the next couple of weeks is to start working with the local high school's robotics club," Danzeisen said. "These kids are going to help us with creating a robotic arm that can take the bottles in crates to the conveyer. From there, we can take the bottle automatically through our steps. So, they're going to help us build this robot to break down these pallets and put these crates on a conveyor. Once they're filled up on the other end, we get the bottles into the crate. And they're going to create another robot on the other end that takes them off the convey and builds a pallet for us. We're super excited about it, and those kids are super excited about helping us."

The program has earned high praise from other employers in the area, as well. During the three-year program, students earn industry certifications and college credits. They also can intern with local companies, giving students valuable hands-on experience in real-world environments. Often, these interns are hired on with the companies upon graduation.

"It's all hands-on. There aren't a lot of books around here," explains Chad Nixon, manufacturing and engineering instructor at Terrell High School. "This is more of a real-world environment versus the school

## Terrell Gives Health Care Workforce A Shot in the Arm

Opened in 2019, the **Health Science Academy** is a strategic partnership between the Terrell Economic Development Corporation, the city of Terrell, the Terrell Independent School District and Trinity Valley Community College.

The academy is housed in the former Renaissance Hospital, which had previously remained vacant for years. When the site was acquired by Trinity Valley Community College in 2015, the city and other stakeholders transformed the site into the innovative Health Science Academy is has become today.

In October 2020, Terrell Economic Development Corporation was recognized by the International Economic Development Council as part of its 2020 Excellence in Economic Development Awards Program. Terrell EDC was awarded silver in the Partnerships with Educational Institutions category.

The facility is used by high school and college students enrolled in health science programs. Three career pathways lead to either a bachelor's of nursing, a Licensed Vocational Nursing or an Occupational Skills Certificate.



environment. What you see at this facility should match what you'd see in a real manufacturing facility that runs production seven days a week, year-round. We have a lot of precision measuring and parts making. They're learning quality control and processes involved in everything from shoes to bearings."

Nixon points out that as automation becomes more prevalent in industries worldwide, programs like robotics will only become more critical. "That's our goal in setup up all this machinery here. When one of our students goes on an interview and they take him on a tour of a plant, they'll have a basic understanding of everything he or she is seeing there and can impress the interviewer."

Terrell High School Robotics teacher Marcus Edwards says the school's program and work with industries has been a paradigm shift for the students. "There was nothing like this before," he said. "Now, we're having entirely different conversations with these kids about what they want to do in their professional careers. Basically, our program thrives because we build confidence in our students. They realize their world can look different, so they're asking themselves, 'What can I do? What solutions can I come up with?'"

Across the city, local employers agree the high school's CTE program has earned a reputation for producing quality workers.

Nucor Building Systems, one of the city's largest employers with over 300 employees, has found success with hiring students from the program. The company has been an avid supporter of the program since its inception, providing resources and materials, as well as no-charge industry certifications.

"A lot of our processes are pretty rare in our industry. The CTE and vocational centers out there are all set up with our machines, our wires, gloves, consumables. We'll talk about safety a lot when we go out there



to the shop," said Brandom Eshom, Structural Supervision at Nucor. "The whole idea behind it is to develop that pipeline and increase the knowledge and understanding of who we are, right here in Terrell. If you get one good person out of it that pays off immediately."

Oldcastle BuildingEnvelope, a Terrell manufacturing company since 1962, was also an early supporter of the CTE program. Carol Ohmann, group human resources manager at Oldcastle said "It's all to encourage two things. You can get a college education after you finish high school. Or, if that's not in the stars for you, there are other opportunities right here in your backyard."

For Casey Wiley, Madix Inc.'s director of human resources in Terrell, educators' willingness to work with and learn from industry sets the program apart. Madix Inc. employs approximately 900 people in Terrell and is the second largest store fixture manufacturer in the U.S.

"I think what's been impressive is they've been interested in what we want," Wiley said. "They're not sitting there, coming up with a curriculum and it maybe isn't applicable to what we're needing here." ★

Terrell High School Robotics students.

Photo courtesy of Terrell ISD

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This article was prepared under the auspices of the Terrell Economic Development Corporation. For more information please contact Ray Dunlap, [Ray@terrelltexas.com](mailto:Ray@terrelltexas.com); 469-534-2719.



# It's a Good Thing Texas Is a Big State

The volume of HQ relocations shows no sign of letting up.

Houston, Texas  
Photo: Getty Images

**“T**he last one out of Silicon Valley, please turn out the lights.” Signage to that effect has yet to be seen in the Bay Area, but it may be only a matter of time. Corporate headquarters relocations to Texas, particularly from Silicon Valley, California, are on a roll; 2021 is forecast to see even more such activity than recent years. In 2020 alone, tech giants Oracle and Hewlett Packard Enterprises announced HQ relocations from California to Austin and Houston, respectively. Dallas is the new home base for commercial real estate services CBRE Group, which moved its headquarters from Los Angeles. In January 2021, data center giant Digital Realty Trust, based in San Francisco, also announced a headquarters move to Austin.

Texas’ capital is also home to Tesla Motors’ gigafactory now under construction and is the new home

of the electric car makers’ Co-founder and CEO Elon Musk. Reports of Tesla’s headquarters moving from Palo Alto to Texas were still speculation in early April.

The Bay Area is not alone in seeing key headquarters departures for the Lone Star State.

Also in 2020, Peter Rex, founder and CEO of Seattle-based technology, investment and real estate firm Rex Teams, announced his company’s relocation to Texas, citing social unrest and high prices as being among the factors for the decision. Rex Teams had previously been based in San Francisco.

As Rex noted in an October 2020 Fox Business interview, “Being a servant CEO, I want to provide my employees with a place where they can afford to buy a home, they can live abundantly and afford the cost of schooling. Second, I want to be in a place where the American Dream can flourish, which includes having



a culture that's amenable to flourishing and a government that's sensible. Thirdly, I want to be where the next big wave is going to be. I believe that wave, 30 years in the future, is not necessarily going to be in Seattle and San Francisco again. I think it's going to be elsewhere."

Like Texas, Rex intimates, where housing costs, a lower-cost tax environment, well-stocked labor pool and robust business climate all beckon. Nearly 200 companies have relocated their headquarters to Texas in the past decade, noted Ed Curtis, founder and CEO of YTEXAS, in a mid-October interview on Fox Business. "I think 2021 could very well be the biggest year of corporate expansion and relocations that the state has ever seen," he related. YTEXAS is a Texas business network for companies relocating, growing and expanding in the state, which already is home to more than 50 Fortune 500 and 95 Fortune 1000 companies.

#### **Aerospace, Financial Services, Too**

In September 2020, Wesco Aircraft Hardware Corp., which now operates under the brand name Incora™ (Wesco), announced it will relocate its headquarters from California to Fort Worth, bringing more than \$6 million in capital investment and expanding its presence in the state to include up to 239 jobs. In January of this year, Wesco Aircraft merged with Pattonair Limited to form Incora, one of the world's leading providers of comprehensive supply chain management services to the global aerospace and defense markets and other industries. A Texas Enterprise Fund (TEF) grant of \$1,826,400 has been extended to Wesco Aircraft Hardware Corp.

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Representatives for PGA of America, Cushman & Wakefield, Adolfson & Peterson and Page gathered to celebrate the midpoint of construction for the new PGA of America corporate headquarters in Frisco, Texas.  
Photo courtesy of Adolfson & Peterson Construction

high-caliber workforce, which allows companies like Wesco to innovate and prosper,” said Governor Greg Abbott. “As a thriving aviation and aerospace hub, Fort Worth is the ideal location for Wesco to continue to grow its operations and serve its customers. I am proud to welcome Wesco to Texas, along with the more than 200 jobs it is bringing to the region and look forward to working together to keep Texas the number one economy in the nation.”

“Incora is a leading, global provider of innovative supply chain solutions, and the Dallas-Fort Worth area already is home to two of our offices and our largest, by volume, distribution center in the world,” said Incora Chief Executive Officer Todd Renehan. “Our new, larger office space in Fort Worth will allow us to bring our teams together to increase efficiency, encourage collaboration and support the future growth of our business. This

centrally located site also will offer more accessibility and availability to our customers and colleagues across the U.S. and in Europe.”

Not all headquarters projects in Texas are relocations. Some Texas companies want to grow where they are. State Bank of Texas (SBT), \$1-billion asset full-service commercial bank headquartered in Dallas, announced in March it has finalized plans to build a new headquarters building in the Las Colinas Urban Center. Construction is expected to be completed mid-2023. The building project was announced by Chan Patel, CEO and board chair of SBT. “We are tremendously pleased to be locating our headquarters in the vibrant Las Colinas Urban Center,” said Patel. “This investment further strengthens our commitment to the Irving/Las Colinas community and allows our business ample room to continue growing.” ★





# CONVERGENCE OF RESOURCES

Photo: iStock

The data and the projects point to renewable power leadership in Texas.

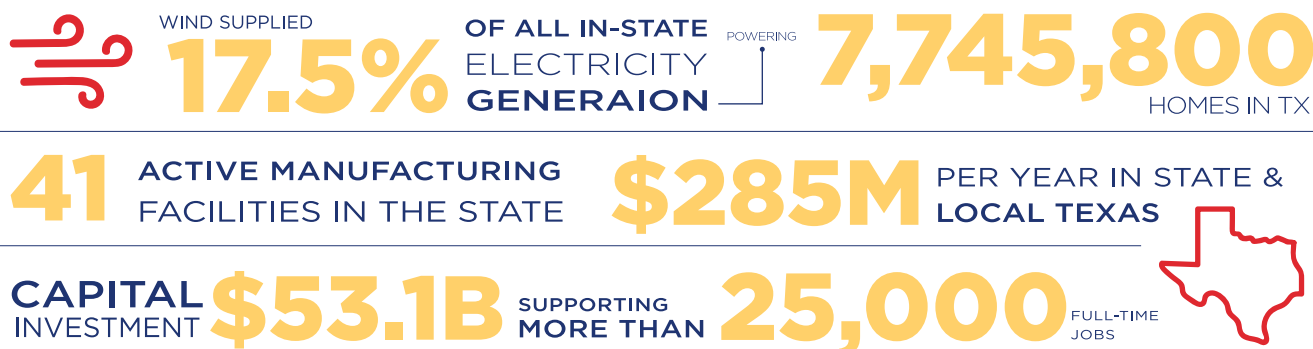
by ADAM BRUNS

**U**.S. Wind Turbine Database operated by the U.S. Geological Survey, Berkeley National Laboratory and American Clean Power reported 67,814 turbines in action as of January 2021, with a total rated capacity of 111,351 MW.

Guess where you can find 16,292 of them? Texas, whose turbine tally comes to 24% of the entire nation's total. Whether made by Siemens, GE, Gamesa or others, they're

clustered in bunches at major wind farms that especially like to locate in the Texas panhandle. Travel to the land around the towns of Brady and Eden and you'll find four farms with a total of 382 turbines on four farms that include the Rattlesnake Wind Project (64 turbines and 160 MW) and the Heart of Texas Project (64 turbines, 179.9 MW).

The state's wind infrastructure also includes its share of wind power manufacturing facilities. The National Renewable Energy



Infographic data courtesy of Powering Texas

Laboratory's Wind Prospector tool includes a data layer dedicated to the locations of U.S. wind turbine and component manufacturing and supply chain facilities. A quick check in spring 2021 found 11 facilities operating in the state. They include tower manufacturing sites from Broadwind in Abilene and GRI Renewable Industries in Amarillo; nacelle manufacturing sites from CB Gear and Machine in Houston and NGC Renewables in Fort Worth; and assorted other operations from Nacogdoches to Waco to Sweetwater.

However, Powering Texas, an alliance of stakeholders "bound by a mission to educate and advocate for innovative, sustainable electricity generation in Texas, including the expansion of renewable wind energy," reports 41 wind power-related manufacturing sites in the state. The group's members include 44 communities, chambers of commerce and economic development groups from Port Corpus Christi to Lubbock, and include UT Permian Basin, as even the region known for its oil and gas knows where the future is.

As reported by Reuters in February 2021, wind generates 20% of total electricity in Texas, natural gas supplies 47.4%, coal supplies 20.3% and solar supplies 1.1%.

Among the facts assembled by Powering Texas:

- Of the more than 120,000 wind

energy jobs across the nation, Texas claims 26,000 (more than 21%).

- The wind industry provides an estimated \$192 million in annual rural landowner payments as well as an estimated \$285 million in state and local taxes and other payments. Currently installed renewable energy projects in Texas will generate more than \$4.7 billion in new tax revenue to local communities over their lifetime.
- Corporate customers have signed contracts for more projects in Texas than any other state, accounting for 39% of all contracted capacity. "The volume of companies is also growing," says Powering Texas. "Of the 29 companies that announced wind deals in 2019, 18 were first-time buyers of wind energy. A diverse group of companies are purchasing wind energy, including Facebook, Amazon McDonald's, Walmart, General Motors, and more."

#### Here Comes the Sun

"In Texas, we lead the nation in wind energy. By the end of next year, we will lead the nation in solar power," said Texas Governor Greg Abbott in December 2020, noting the state's ability to provide companies with reliable renewable energy to help them achieve carbon neutrality goals.





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One example can be found in Houston, where First Solar announced in June 2020 it had signed a 15-year power purchase agreement with Dow, Inc., for its Gulf Coast operations. Dow's Texas Operations is the largest petrochemical site in the western hemisphere.

Under the agreement, First Solar will supply Dow with renewable energy from 75 percent of its 200-MW Horizon Solar project in Frio County, Texas.

"Dow and First Solar share a common vision for a more sustainable planet and a long history of partnership," said Edward Stones, Dow's global business director for

represents an investment of \$250 million in the Texas region, with 320 workers on site during construction.

As part of its strategy to be a net-zero company by 2050 or sooner, by 2030 bp plans to increase low carbon investments to around \$5 billion a year. This includes developing around 50 gigawatts (GW) of net renewable energy generating capacity — a 20-fold increase on the 2.5GW to date.

"This project in Texas is a great example of how our joint venture with bp is furthering our shared mission to accelerate the implementation of solar," said Kevin Smith, CEO of the Americas, Lightsource bp. "Since bp's initial investment in the company in



“In Texas, we lead the nation in wind energy. By the end of next year, we will lead the nation in solar power.”

– Texas Governor Greg Abbott, *December 2020*

Energy and Climate Change. "Multiple raw materials, components, and derivative products produced by Dow contribute to the reliability and sustainability of First Solar's module technology, including ENGAGE PV polyolefin elastomers. Now we are putting that technology to work in helping to power our operations in Texas and to reach Dow's 2025 Sustainability Goal of obtaining 750 megawatts of our power demand from renewable sources."

In January, London-based Lightsource bp announced that its Impact Solar project located in Lamar County, 120 miles northeast of Dallas, had successfully completed construction and entered full grid-connected commercial operation. Through a long-term agreement, bp will sell the energy generated by the 260-MW project. The project

2017 and our subsequent expansion into the U.S., the team has developed a pipeline of 8 gigawatts of large-scale solar projects at various stages of development in 20 states across the U.S. — with more than 2 gigawatts of executed power contracts representing almost \$2 billion in near term projects."

As with wind, solar development is helping a lot more people than developers and off-takers. Impact Solar is on land that is leased to Lightsource bp from local landowners, providing families with a diversified source of reliable income for 25 or more years. "For many farmers, the revenue from leasing a portion of their land for solar as a new type of crop can help them continue with their farming business," Lightsource bp said in a release.

"With ranching or farming, there's



no guarantee of income. You make your own check out of dirt,” said landowner Gerald Cooper. “With solar, you’re guaranteed a check at the end of the year. I still enjoy farming, but solar has allowed me to enjoy it more because I don’t have the dread of the market dropping or of drought, which has been our biggest challenge.”

“Our dad was born on the land, which has been in our family for over 100 years,” added landowner Joy Cooper. “With solar, we’re able to keep the land in the family. The number one thing is that we will still have a connection to the land, and we’re comfortable that Lightsource bp will be good stewards.”

Stewardship in Texas means sustainability and economic growth are not mutually exclusive. ★



In addition to helping bp achieve net-zero carbon emission goals, the 260-MW Impact Solar installation that went live in Lamar County in January 2021 is on land that is leased to Lightsource bp from local landowners, providing farming families with a diversified source of reliable income for 25 or more years.

Photo courtesy of Lightsource bp

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# UNRIVALED DOMINATION



Photo by Shay La'Vee

**Texas is still  
No. 1 for  
petroleum,  
and it's not  
even close.**

by GARY DAUGHTERS

**T**he Spindletop oilfield, discovered at the turn of the 20th century on a salt formation south of Beaumont, Texas, marked the birth of the modern petroleum industry. Eight years of drilling on Spindletop Hill paid off on January 10, 1901.

The Lucas Gusher, as the unfolding phenomenon quickly became known, blew a stream of oil more than 100 feet high until it was capped some nine days later. The Spindletop oilfield would come to produce more oil in a day than the rest of the world's oilfields combined. Companies that set up shop nearby included the Texas Company (later Texaco), Gulf Oil Corporation and Humble (later Exxon).

Texas, to put it mildly, has never looked back. More than a century later, the Lone Star State knows no equal among petroleum producing states. As "The Capital of Energy Independence," Texas leads the nation in petroleum refining and chemical products production and is a global leader in the closely allied petrochemical industry. Houston is known as "The Energy Capital of

the World."

According to TIPRO, The Texas Independent Producers and Royalty Owners Association, Texas led the nation in oil and gas jobs in 2020 with 347,529 people employed in the industry. That's 39% of the oil and gas jobs in the entire country. The industry, says TIPRO, supported some 2.3 million Texas jobs through direct, indirect and induced multipliers. The state's 12,000 oil and gas businesses represent three times the number of second-place Oklahoma.

Not surprisingly, many leaders in the petrochemical industry received formal education in Texas, including at the Cockrell School of Engineering at the University of Texas at Austin. U.S. News and World Report ranks the UT Department of Petroleum Engineering graduate program tops in the country, while the UT undergraduate program is ranked No. 2.

## **Delivering Downstream**

Texas' 27 refineries lead the nation in both crude oil production and refining. With over 5.1 million barrels



a day, Texas has 29% of the nation's total capacity. According to the U.S. Energy Information Administration, three of America's four largest refineries are located in Texas. They include the Saudi Aramco refinery in Port Arthur (607,000 barrels per day), Marathon Petroleum's Galveston Bay refinery (585,000 b/d) and the ExxonMobil Baytown refinery (560,500 b/d).

In recent years, ExxonMobil has targeted Baytown for investments totaling a staggering \$2 billion, including a project to build a new ethane cracker to provide feedstock for two newly-added polyethylene units at the nearby Mount Belvieu plastics plant. Such on-going investments help Texas to account for one-half of the nation's "downstream" petrochemical products such as plastics, polymers and fertilizers.

Even as the COVID-19 pandemic posed unprecedented challenges to the industry, it presented opportunities, as well. Amid increased demand from sectors such as packaging, fast-moving consumer goods and healthcare, Brazil-based Braskem launched a \$750 million polypropylene line in La Porte on Trinity Bay east of Houston. Braskem's new line has a production capacity of over 450 kilotons per year for manufacturing products such as homopolymer, impact copolymer and random copolymers. It's the first new PP plant to be built in North America since 2008.

"The startup of our new production line comes at a time when the North American polypropylene industry needs it most," said Alexandre Elias, Braskem vice president. "The market has adapted to the COVID pandemic and demand in North America has recovered to pre-COVID levels. The demand, coupled with recent operating challenges in the industry, has created a situation where clients in North America need our support."

Construction of the Braskem facility employed some 1,300 development and construction workers, and Braskem created an additional 50 full-time jobs to support long-term



commercial production. The company says the La Porte plant is designed with attention to sustainability factors such as emissions, water and energy efficiency and recycling and waste reduction.

ExxonMobil's  
Baytown, Texas  
refinery.  
Courtesy of  
ExxonMobil Chemical

### Going With the Flow

Texas produced 1.73 billion barrels of oil per day during 2020, a pandemic-year decline of 117 million barrels. Despite the drop in production, oil-driven economies of west Texas continued to prosper. Midland and Odessa in the Permian basin, one of the oldest and most widely recognized oil and gas producing regions in North America, ranked in a tie for No. 6 among Site Selection magazine's Top Performing Metropolitans (Tier-3) in 2020. Each registered major investments in oil-related construction and equipment manufacturing.

In August 2020, family-owned Barron Petroleum announced the discovery of a 13,000-acre oil field near the west Texas town of Ozona. The company says the field is estimated to hold 417 billion cubic feet, or 74.2 million barrels, of oil and gas reserves.

The Permian Basin's output potential received a major boost in January 2021, when Kinder Morgan's long-awaited Permian Highway Pipeline entered service. The 430-mile pipeline, with a capacity of 2.1 billion cubic feet per day, opened a new corridor to the Houston metro, with expanded access for Permian producers to the Gulf Coast industrial and export markets. ★



Photo courtesy of Tesla, Inc.

# Driven to Texas

by RON STARNER

**Tesla's decision to park a billion-dollar-plant near Austin revs up an already humming sector.**

**E**veryone thought that Amazon HQ2 was the biggest economic development project to hit America until — Tesla came along in 2020.

How big was the impact of the site search for the 2,000-acre Gigafactory that Tesla shopped around the country? Huge is an understatement.

Adriana Cruz, Executive Director of the Texas Governor's Office of Economic Development & Tourism, called it a game-changer. Experts in the automotive world labeled it transformative. Tesla founder Elon Musk himself made it the signature project of his meteoric career.

When the dust settled last July, Musk announced that the world's

largest electric vehicle manufacturer would locate its Gigafactory for producing the much-ballyhooped Cybertruck in Travis County near Austin, Texas.

Other wins came with it. Along with the futuristic Cybertruck, Tesla would bring manufacturing operations for its new electric semi-truck, the Tesla 3 and the Tesla Y.

The numbers alone are staggering. The project amounts to a \$1 billion capital investment that will create 5,000 new jobs in Central Texas just minutes from both Austin Bergstrom International Airport and downtown Austin. Estimates place the total size of the complex between 4 million and 5 million sq. ft.

How did "Project Bob Pole" land





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# About 500 companies employ more than 40,000 workers



in the auto sector in Texas and pay an average annual wage of more than \$62,000.

Source: Texas Governor's Office of Economic Development & Tourism

in Texas? Site Selection Managing Editor Adam Bruns interviewed dozens of people last year and chronicled Musk's journey from California to the Lone Star State. In the end, the usual suspects prevailed: presence of a skilled workforce, particularly in electronics; availability of a large real estate tract that enabled a desirable rate of return on investment; generous state and local incentives package; a largely positive and forward-looking business climate; willingness by state and local leaders to get aggressive in the deal-making process; central location in North America; superior transportation and logistics networks; and direct access to the political powers-that-be in the state capital.

"While automotive seems like a very distinct difference, the truth is Austin is home to some of the most advanced electronics manufacturers in the world," said Ed Latson, Executive Director of the Austin Regional Manufacturers Association. "The skills needed to build their products are not that different than what it will take to put together an electric vehicle."

Latson added that "Tesla should be a magnet for an entire ecosystem of business and suppliers that support automotive plants and their employees."

Tesla is far from alone. In recent years, Texas has hauled in major investments from General Motors, Toyota, Peterbilt, Toshiba,

Caterpillar and other vehicle producers. Since 2017, more than \$2.5 billion in automotive plant investments have landed in the Lone Star State. These include two major expansion projects by Toyota at its truck plant in San Antonio, and a \$106 million investment by East Penn Manufacturing Co. in Tempe.

Other large deals have come from AW Texas/Aisin, Texas Speed & Performance, Cardone Industries, Inc., and scores of suppliers.

Altogether, more than 1,750 automotive manufacturing plants call Texas home, and Texas ranks No. 7 in the U.S. in total automotive manufacturing employment. From 2009 to 2016, total exports of cars and trucks from Texas more than doubled, from \$9.2 billion to more than \$18.5 billion.

Texas has also experienced a 17% increase in automotive manufacturing output since 2014, according to the Governor's Office of Economic Development & Tourism.

Approximately 500 companies employ more than 40,000 workers in this sector throughout Texas, paying average annual wages of more than \$62,000.

Texas also serves as the primary link between Mexico's automotive plants and the rest of the automotive manufacturing base in North America.

Add it all up and it is no wonder Musk chose Texas. The only question is, who is next? ★





# Amazon Surges in Texas



by ADAM BRUNS

There's a lot more to Texas goods movement than one e-commerce giant. But Amazon's very large footprint makes a deep impression.

In March 2021, Amazon announced plans to open a new 1-million-sq.-ft. fulfillment center in Amarillo that will create more than 500 new full-time jobs.

"We look forward to becoming part of the fabric of the Amarillo community and are thrilled to be able to expand our operations in the Texas panhandle," said Mark Marzano, director of operations at Amazon. "We're grateful for the support we've received from local and state leaders and look forward to creating

over 500 new, full-time jobs for the local community," he said, as Mayor Ginger Nelson gave credit to the Amarillo Economic Development Corporation "for the hard work in helping make this fantastic partnership with Amazon a reality."

Indeed, in a conversation I had later that month with Amazon Head of Worldwide Economic Development Holly Sullivan, she emphasized the importance of fabric over prefabricated plans.

"Across the board, there are two things that will drive most of our business

decisions," she told me.

"One is available talent — ensuring we can have that initial day one talent, and also where we can invest in the long-term talent pipeline. Number two would be business friendliness. We want to locate and invest in communities that want us and can support us in the long term, and where we can build a long-term community partnership."

Whether it's a fulfillment center or a corporate office in location such as Austin, she said, "I can't emphasize enough the importance

Since its inception in 1989, more than 53 million square feet have been developed at AllianceTexas. Photo courtesy of AllianceTexas

Colorado River Constructors opened the new U.S. Highway 183 South, formerly Bergstrom Expressway, one of Austin's most important arterial roadways.

Photo courtesy of the Central Texas Regional Mobility Authority



of external community partnerships with policy makers and economic development organizations we work with on a daily basis. They also can help guide where we can best integrate ourselves into the neighborhoods.”

### Map of Fulfillment

From January 2018 through March 2021, Site Selection magazine's proprietary database of corporate facility investment projects tracked more than 2,440 individual projects across all industry sectors and facility types in Texas. More than 30% of them — 805, to be precise — were distribution facilities. And a whole extended family of them were nice big packages of jobs delivered by Amazon to its new neighborhoods.

Since 2010, Amazon has created more than 70,000 jobs in Texas and invested more than \$16.9 billion across the state, including infrastructure and compensation to its

employees. The only states with more investment are California and Amazon's home state of Washington.

Amazon says its investments have contributed more than \$18.8 billion in GDP to the Texas economy and have helped create over 49,000 indirect jobs on top of Amazon's direct hires — from jobs in construction and logistics to professional services. Moreover, more than 116,000 independent authors and small and medium businesses in Texas are selling to customers in Amazon's store, creating thousands of additional jobs across the state. Amazon's main investments in Texas include the following:

- 17 Fulfillment and sortation centers
- 10 Delivery stations
- 3 Tech hubs
- 3 Air Gateways
- 1 Regional Air Hub
- 35 Whole Foods Market locations

- 10 Amazon Hub Locker+ locations
- 1 Amazon 4-Star store
- 1 Amazon Books store
- 5 Prime Now hubs
- 1 Wind farm
- 7 On-site solar locations
- Amazon Original series filmed in Texas: “Panic”

It's no wonder that during a Site Selection webinar in March 2021 about the top metro areas in the nation, Texas-based Susan Arledge, executive managing director of site selection and incentives at esrp, referred to the e-commerce facility surge inside and outside of Texas as “the United States of Amazon.”

But they're not the only ones accessing Texas highways, ports, airports and customers. In Lancaster in recent months, Walmart has located two facilities totaling 2.2 million sq. ft. and 1,300 jobs; DSV Logistics is constructing a 1-million-sq.-ft. regional headquarters with 250 office jobs; and Kodiak Robotics is pioneering driverless semi trucks at their main Texas hub.

Shane Shepard, economic development director for the City of Lancaster, says the community has “a ton of creeks and rolling hills for housing, schools that are rated the same as our counterparts in north Dallas such as McKinney, Richardson, and Plano, an old downtown set for redevelopment and programming, and enough space for another 54 million square feet of industrial. He also notes the area has strong infrastructure for data centers.

Good thing. The e-commerce wave, after all, depends as much on the old



information superhighway as it does on the roads that carry our goods.

### Three Decades of Movement and Innovation

Meanwhile, that Amazon regional air hub is at AllianceTexas, the 27,000-acre master-planned, mixed-use community in north Fort Worth that in March announced it had generated approximately \$91.98 billion in regional economic impact and over \$2.82 billion in total taxes paid to local public entities during the past three decades. According to its annual Insight Research Corporation report, more than \$8.24 billion of the development's economic impact was generated in 2020 alone, exceeding the economic impact generated in 2019 by nearly \$1 billion — remarkable in a pandemic year, but not when one considers e-commerce was the world's pandemic-induced lifeline.

says AllianceTexas. “A testament to the public-private partnerships central to the AllianceTexas story, of the \$768 million bid, only \$25 million was paid by the Texas Department of Transportation (TxDOT),” the release continues. “The remainder, over \$743 million, came from private investment.”

The AllianceTexas Mobility Innovation Zone (MIZ) launched by Hillwood and Deloitte continues to expand too. And in 2020, expanding on Alliance Airport's legacy as the world's first industrial airport, Hillwood established the AllianceTexas Flight Test Center, which recently hosted North Texas' first unmanned aircraft system (UAS) delivery demonstration to a residential community with the Bell Autonomous Pod Transport (APT). “TuSimple, a global technology company with a focus on self-driving, heavy-duty trucks, also launched expanded autonomous trucking operations

**Since 2010, Amazon has created more than 70,000 jobs in Texas and invested more than \$16.9 billion across the state.**

The AllianceTexas impact only figures to grow as transportation investment does too. Among projects currently underway in the AllianceTexas corridor is the construction of the Alliance Connector project (completion of I-35W from US 287 to Eagle Parkway; SH 170 from Parrish Road to I-35W; and Haslet Parkway extension). “Construction on the project kicked-off in summer 2020 and will be a three-year, simultaneous effort to complete stretches of three separate highway arterials, creating seamless highway mobility throughout the area,”

from the MIZ last year with a Hillwood-developed freight terminal,” Hillwood reports.

“We've continued to focus on sound development fundamentals, while embracing new and innovative technologies that drive efficiency for our customers,” said Mike Berry, president of Hillwood. “Though we all have experienced significant difficulties during the past year, AllianceTexas continues to prove its sustainability as an economic engine for the state of Texas and a place where business can thrive during the toughest of circumstances.” ★

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A nighttime photograph of a cityscape, likely McAllen, Texas. In the center, a large, modern building with a red-tiled roof and a clock tower is illuminated. The clock tower has a white face and black hands. The building is surrounded by palm trees and other vegetation. In the foreground, there is a green lawn with some trees and a paved path. The sky is dark, and there are many fireworks exploding in the background, creating a bright, festive atmosphere. The text "Meeting THE MOMENT" is overlaid on the top of the image. "Meeting" is in a green, cursive font, and "THE MOMENT" is in a large, white, sans-serif font. Below the title, the City of McAllen logo is displayed, consisting of three white slanted bars followed by the text "CITY OF McALLEN" in a white, serif font.

# Meeting THE MOMENT



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# A Higher Gear

Tesla is coming to Texas, and it's hardly alone.

by GARY DAUGHTERS

Texas has long been a manufacturing powerhouse, having provided a platform for growth and innovation in manufacturing sectors as diverse as semiconductors, aerospace, chemicals, electronics and automotive, just to name a small handful. And you can now count Tesla among the ranks of manufacturing titans such as GM, 3M, Samsung, Toyota, Ericsson, Lockheed Martin and Raytheon, that call Texas home.

The decision of Tesla's Elon Musk to build the company's new Cybertruck, as well as the Tesla Model Y and Tesla Semi, on 2,000 acres east of Austin produced huge headlines in 2020. The \$1 billion, 4.5-million-sq. ft. plant, is bringing some 5,000 jobs to Travis County.

Companies like Tesla are tapping into a deep talent pool in Texas, where nearly 875,000 workers are employed in manufacturing roles. According to the National Association of Manufacturers, that gives Texas the nation's second-largest manufacturing workforce. Manufacturers also choose Texas

for its business-friendly climate, which includes a high-value cost of business and competitive incentive programs.

Illinois-based Navistar, a leading maker of buses and commercial trucks, chose San Antonio to launch its new Manufacturing 4.0 production concepts. Navistar broke ground in June 2020 on a commercial truck facility that will incorporate the company's latest manufacturing principles — digital factory, connected machinery, robust lean manufacturing processes and cloud analytics — to “enable predictive quality and maintenance and allow data-driven decisions to be made on the shop floor in real time,” the company says.

“We are excited to launch Manufacturing 4.0 concepts at our new facility, as these advancements will reduce manufacturing complexity and increase quality,” said Persio Lisboa, Navistar's executive vice president and chief operating officer. “Sharing these new industrial advances and

Tesla will build the company's new Cybertruck, Model Y and Tesla Semi models on 2,000 acres east of Austin.  
Image courtesy of Tesla, Inc.





Manufacturing 4.0 concepts with our existing plants is an additional benefit we anticipate from our experience with this new facility.”

Navistar’s 900,000 sq.-ft. plant is bringing more than 600 jobs to the San Antonio area. The plant is to make Class 6-8 vehicles, with production expected to begin in early 2022.

### **Houston’s Long Legacy**

Houston alone is currently home to more than 250 companies involved in aircraft or space vehicle manufacturing. Of the 50 largest aerospace manufacturing companies in the country, 32 have a presence in the Houston region. As the home of NASA’s Johnson Space Center, Houston has been the epicenter of human space exploration for nearly six decades.

In January 2020, NASA selected Houston-based Axiom Space to build a privately funded platform that will attach to the International Space Station (ISS). The project could pave the way for a future commercial space station.

Axiom is partnering with Boeing and other contractors on the project that could eventually cost some \$2 billion and create up to 1,000 jobs. The company expects to launch its first module as soon as 2024.

### **Dallas and Austin Score Big Wins**

Even during the recent pandemic year, Lockheed Martin found itself bolstering the workforce at facilities in the Dallas-Fort Worth area. The aerospace giant signed contracts in March alone totaling nearly \$6 billion for F-35 fighter jets, missile interceptors and spare parts.

Motorola expects to produce almost 400,000 cameras this year in Richardson, near Dallas, at its newly-opened Video Security & Analytics manufacturing facility. The \$25 million plant also is to produce one million printed circuit board assemblies.

“With this new, state-of-the-art facility we will be manufacturing critical, NDAA-compliant safety and security video solutions on the doorstep of American public safety agencies and businesses,” said John Kedzierski, the division’s senior vice president.

In New Braunfels, southwest of Austin, Continental is investing \$110 million to build a 215,000-sq.-ft. facility to manufacture and produce products for advanced driver assistance systems. The new manufacturing plant in Comal County retained 450 jobs in the state of Texas and added 130 more.

“We appreciate the strong support we have received from the state, county and city of New Braunfels,” said Continental North America CEO Samir Salman. “Having a facility specifically dedicated to the development and production of these technologies is a major step in helping us achieve our vision of a world with zero fatalities, injuries and crashes. ★



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## ABILENE, TEXAS



# Small Town, Big Opportunity

With ample space and easy access to markets, Abilene draws companies to Northwest Texas.

by SAVANNAH KING



TOP: Abilene's SoDA District. ABOVE: Hartmann's Inc.  
Photos courtesy of Development Corporation of Abilene

In Texas, small doesn't necessarily mean the same thing as it does in other states. Small businesses seem to grow larger in Texas, and small towns can offer more than some major metro areas. In Abilene, that is undoubtedly true.

Consider the case of Hartmann's Inc., which got its start in Abilene back in 1955 as a small engine repair shop. According to the founder's grandson and company president, Alan Hartmann, it is still a "small company" with just 55 employees at its headquarters and manufacturing facility in Abilene and another seven at its Jacksonville, Florida, location.

Today, the family-owned company produces precision parts for some of the biggest names in the aerospace, automotive and medical industries — like Johnson & Johnson, Cummins Engines and Emerson Automation. Hartmann's also serves a few other local customers in the DFW area, including Boeing, Pratt & Whitney, Lockheed Martin, Raytheon, and Aerojet Rocketdyne.

Hartmann said that operating the company for nearly 70 years in Abilene has provided

several benefits. First, Abilene's people are skilled and hardworking, which has given the company a solid team to rely on over the years.

Second, I-20 provides easy access to technical

resources in major cities like El Paso and the Dallas-Fort Worth metro area. Finally, "the city has been absolutely fantastic in our latest growth push that we've had," Hartmann said.

Abilene's central location offers ease of access to markets on both coasts, the Midwest, northeast and Mexico. With Interstate 20, U.S. highways 83, 84 and 277, as well as rail services by Union Pacific and Southern Switching Company, getting goods to market from Abilene is easy.

In 2020, more than 122,500 people called Abilene home. Additionally, the region boasts a 19-county labor shed representing more than 140,000 people. The city is home to several higher education institutions, including three private universities, two public community and technical colleges and the Texas Tech Health Science Center — Schools of Nursing, Public Health & Pharmacy. Dyess Air Force Base in Abilene supports more than 5,000 civilian and military personnel and 8,000 family members and retirees.



## Room to Grow

The city's two business parks and available properties mean companies have plenty of room to grow when they need to. Abilene's next-generation industrial park, Access Business Park, offers several shovel-ready sites ranging from 2 to 15 acres. While the city's 1000-acre business park, Five Points Business Park, provides ample room for all-sized companies. Five Points Business Park offers companies easy access to Interstate 20, with service by Union Pacific Railroad, and is fully equipped with electrical, natural gas, water and wastewater and fiber optics for telecommunications. Additionally, the park is only a 15-minute drive from the Abilene Regional Airport, which offers six round-trip daily commercial flights to Dallas-Forth Worth and two round-trip daily commercial flights to Houston.

In 2019, Hartmann's Inc. had reached a critical junction. With several new contracts secured, Hartmann said the company found itself at the precipice.

"We had to either grow or cut back," Hartmann said. "For the sake of the company and everyone that works here, we said, 'We're pushing forward, and we're going to be on the cutting edge of what we do.' And that's exactly where we are."

In early 2020, Hartmann's Inc. invested \$12.5 million into its new 100,000-sq.-ft. facility in the Five Points Business

Park with help from the Development Corporation of Abilene (DCOA). Hartmann explained that the DCOA's hands-on approach to working with businesses has benefited the company in the last year.

"I'm very thankful for the vision and the persistence of the DCOA," Hartmann said. "We were looking at a smaller building in Five Points. (They) said to me, 'Alan, I think you're too close to the growth. You can't see what you're going to need in the future. You're too close to it.' By the good grace of the Lord and a little persuasion, we wound up here in this magnificent facility."

Hartmann says the larger facility has given the company room to become leaner and more efficient.

"Abilene is a fantastic city. Misty Mayo and her entire team at the DCOA, I cannot say enough good

things about them," Hartmann said. "They are unbelievably professional, and they're here for the best interest of not only the company that's moving in but also the city."

## Business Friendly Reputation

Abilene and the DCOA team's reputation has been known to attract companies to the area in the past. For instance, when Prairie Dog Pet Products found itself ready to scale up, the company turned to the DCOA.



“The people of Abilene are the kind of folks you would want to partner with when you’re going forward.”

– Scott Gordon, CFO, Primal Pets

Founded in Dallas a decade ago, Prairie Dog Pet Products began by offering elk and deer antlers as natural pet treats. Demand for the product took off and hasn't slowed down yet. Today the company is growing and is in the process of becoming a new pet food brand called Primal Pets.

Scott Gordon, CFO of Primal Pets, said it was Abilene's proximity to Dallas, large labor pool and the DCOA's helpfulness that led the company to choose Abilene for the site of its 100,000-sq.-ft. manufacturing facility in 2015.

Primal Pets is currently planning to expand its operation by 60,000-sq.-ft. in the next two years. Gordon said the company also plans to triple its workforce at the same time.

"From a location standpoint, let's face it, Five Points Parkway is right on the interstate," Gordon said. "It is a benefit. Getting in and out is easy. There's a lot of space at Five Points — the DCOA has a lot of dry powder. It's not like you're going to be competing with folks — at least in the beginning — for limited space. It's Texas and there's a lot of space around us. Not to mention the people, the people of Abilene are the kind of folks you would want to partner with when you're going forward."

They say everything is bigger in Texas, and Abilene's small-town community spirit has enormous appeal for companies of all sizes. ★

This Investment Profile was prepared under the auspices of the Development Corporation of Abilene.

For more information, please contact [dcoa@abilenedcoa.com](mailto:dcoa@abilenedcoa.com); 325.676.6390.



# Safety in San Antonio:

## Port San Antonio expands for next wave of cybersecurity, tech growth.

by SAVANNAH KING

**S**an Antonio is one of the nation's largest hubs for the cybersecurity industry. Behind Washington D.C., San Antonio is home to the most cybersecurity professionals in the U.S.

Bolstered by one of the nation's largest military populations, including the Sixteenth Air Force (Air Forces Cyber) headquarters at Joint Base San Antonio Lackland, and the National Security Agency (NSA) Central Security Service Cryptologic Center and the FBI Cyber Division, San Antonio's network of military and private sector businesses has created a unique atmosphere of innovation and defense technology.

Today, the city is home to over 100 cybersecurity companies, and nearly 40 cybersecurity company headquarters. Nearly

as many global companies operate cyber operations in the city as well, including Northrop Grumman, Deloitte, Raytheon, Verizon and many others.

Port San Antonio, built on the site of the former Kelly Air Force Base, is home to more than 14,000 jobs. Nearly 4,000 of those jobs have been added by the port's tenant customers since its Tech Port vision was launched in 2018. The Tech Port vision aims to leverage the port's unique industrial platform and deliver innovation technology solutions to large industries including aerospace, energy, defense, cybersecurity, manufacturing, logistics, financial services and medicine.

Directly across the street from Joint Base San Antonio Lackland, Port San Antonio has recently made several key investments to its 1,900-acre campus. In 2018, the port completed the first facility at Project Tech, a 90,000-sq. ft. facility built for secure research and testing laboratories for cybersecurity. In September 2019, the port expanded again with a 174,000 sq. ft. Project Tech Building 2. Like building 1, building 2 included features important to cybersecurity operations including fully redundant power and telecommunications connectivity.

Will Garrett, Vice President of Cybersecurity development at Port San Antonio, said the Project Tech Building 2 was leased in less time than the first building, a clear sign of the opportunity that exists in the space.

### Building for Talent and Innovation

In August 2020, the port began constructing

Innovation  
Center Arena  
Image courtesy of  
Port San Antonio



a full-spectrum innovation center that will significantly advance the port's mission to accelerate the pace of American ingenuity. The new building will span 130,000 square feet representing an investment of approximately \$60 million. Construction is expected to begin in early 2022.

"From a site selector standpoint, companies say what they're looking for 1, 2 and 3 is talent, talent talent," Garrett says. "That's the impetus and motivation for our new innovation center."

The upcoming space will be a leading destination that engages hundreds of thousands of people annually from throughout the region, across the country and around the world. They will include competitors and spectators of major esports events; students and their families participating in entertainment, cultural and learning experiences; and leading experts who will use the facility to collaborate while they create, showcase and sell their latest technological innovations. Additionally, the innovation center will increase the reach of innovative learning experiences that inspire and educate people — from K-12 students to working professionals — and guide them toward career and entrepreneurial pathways involving the tech breakthroughs originating in the region.

Another key component to the talent equation, the San Antonio Museum of Science and Technology has become an essential partner in inspiring the next generation of tech professionals. The museum recently launched a new public, security operations center that allows visitors to engage in cyber threat simulations. Programs like this give students hands-on experience combating simulated cyber threats.

### Safe Base of Operations

Lockheed Martin, the largest defense contractor in the U.S., was the first company to launch operations in Project Tech Building 1 secure facility for cybersecurity operations in March 2019. The site is located directly across the street from the headquarters of the 24th Air Force's Cyber Command.

"Being co-located is important," said Lockheed Martin Vice President of Spectrum Convergence

Deon Viergutz. "This will be an innovative environment that we envision over the coming years will be a place where Lockheed Martin and our customers are able to come together to collaborate in a single place where the mission is executed."

Lockheed Martin's Port San Antonio site houses two of its cybersecurity divisions: Spectrum Convergence and Cyber Solutions. The company strategically designed its space to accommodate clients across both realms in conducting cyberwarfare exercises to test potential scenarios

for offensive and defensive cybersecurity training.

Among the tools under development at Lockheed Martin's new site will be Henosis™, the company's prototype for the U.S. Air Force's Unified Platform.

"We've seen a significant increase in the cyber mission and demands from our customers," adds Viergutz. "We are counted on to address the most complex offensive and defensive challenges

“Everybody that has a computer on their desk has to worry about an adversary exploiting vulnerabilities.”

— Fred Ramirez, Principal,  
CNF Technologies

that our customer faces.”

CNF Technologies, founded in San Antonio in 2005, is opening its second facility at the port. One of the city's largest software developers and fastest-growing cybersecurity providers, CNF Technologies primary clients are government agencies, law enforcement and counterintelligence operations.

"Everybody that has a computer on their desk has to worry about an adversary exploiting vulnerabilities," explains CNF Technologies Principal Fred Ramirez. "We have a spectrum of services that we provide, such as reverse engineering, certification accreditation and penetration testing. And our personnel is also co-located with our clients as they monitor the military's largest networks."

"We have a niche in cybersecurity," adds CEO Roxanne Ramirez. "That's all we do."

Recently, CNF Technologies partnered with the University of Texas at San Antonio (UTSA) as the institution establishes its National Security Collaboration Center (NSCC), which will advance research, education and workforce development in cybersecurity, data analytics and cloud computing. Along with the Port, the NSCC is a vital cog in bolstering the region's status as a tech and cyber epicenter. ★



# Riding to the Rescue

When the pandemic arrived, Texas A&M was ready to saddle up.

by GARY DAUGHTERS



The Texas A&M Center for Innovation in Advanced Development and Manufacturing is a medical R&D facility tailor made for the times. One of only three such public-private partnerships established under the auspices of the U.S. Department of Health and Human Services, the Center is charged with accelerating research and development of vaccines and therapeutics for rapid production during pandemics and other national emergencies. As such, CIADM is playing a critical role in global battle against COVID-19.

In January 2021, CIADM its long-time partner, FUJIFILM Diosynth Biotechnologies, announced the start of production of a COVID-19 vaccine candidate with the support of the U.S. government's Operation Warp Speed. FUJIFILM Diosynth is manufacturing the NVX-CoV2373 vaccine of Maryland-based Novavax in support of Phase III clinical trials. A university spokesman says the Center is producing a second candidate vaccine in conjunction with the French pharmaceutical giant, Sanofi.

The federal government first reserved space at the facility in July 2020 by tapping into its agreement with the CIADM, which oversees the largest scale-out cell culture manufacturing plant in the U.S. Moving swiftly, FUJIFILM Diosynth accelerated a planned capacity expansion and added 260 positions, thus doubling its local workforce.

"Our team has worked around the clock since July and we're starting to see light at the end of the tunnel," said Dr. Gerry Farrell, Chief Operating Officer, FUJIFILM Diosynth Biotechnologies, Texas. "There is great pride and satisfaction on our team for being part of the solution to the pandemic. We are pleased to bring our technical expertise and world-class facilities to support the mission of Operation Warp Speed in bringing a safe and effective vaccine to the world."

Photo: Getty Images





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The Center is also part of the Public Health Preparedness and Response initiative that has been established at the Texas A&M Health Science Center (TAMHSC). As such, when the pandemic arrived, A&M was ready to join the fight.

“The Texas A&M System is proud to be part of this unprecedented manufacturing effort,” said John Sharp, Chancellor of The Texas A&M System. “Our partnership with FUJIFILM Diosynth Biotechnologies confirms the importance of the CIADM program for Texas, the nation and the world.”

### **Texas Joins the Race to Build Capacity**

With the COVID pandemic having shone exposed a national shortage of drug manufacturing capacity, another new project involving CIADM takes on outsized importance. Matica Biotechnology, new partner of the Center and a contract development and manufacturing organization, broke ground in February 2021 on a new production facility. Matica specializes in clinical and commercial production of cell and gene therapies.

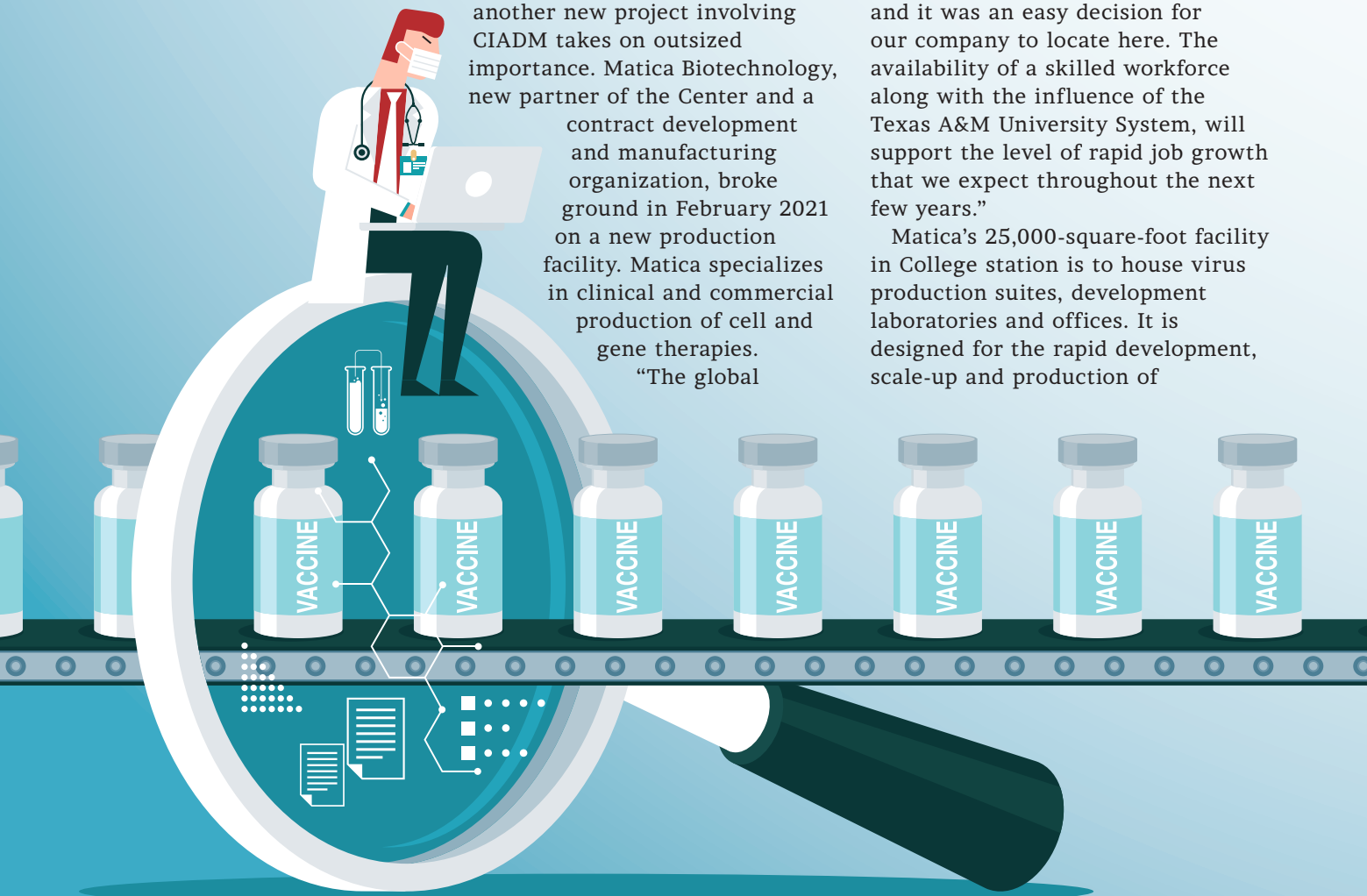
“The global

demand for virus products continues to outpace the capacity for production under the stringent practices required by regulatory agencies for human use,” said Matica Bio CEO Byung Se So, at groundbreaking. “Our new facility will help to close that gap by establishing state-of-the-art, modular virus production cleanrooms integrated with the latest vector technologies to maximize speed, flexibility and efficiency throughout our clients’ product development cycle.”

So heaped praise on the biotech cluster that has steadily arisen around Texas A&M.

“The Brazos Valley area, including College Station, is rapidly becoming one of the most important centers of biotechnology in the country, and it was an easy decision for our company to locate here. The availability of a skilled workforce along with the influence of the Texas A&M University System, will support the level of rapid job growth that we expect throughout the next few years.”

Matica’s 25,000-square-foot facility in College station is to house virus production suites, development laboratories and offices. It is designed for the rapid development, scale-up and production of





Lentivirus and AAV products for clinical supply. An affiliate of CHA Biotech, Matica provides viral vector GMP manufacturing services for cell and gene therapies, vaccines, oncolytic vectors and other advanced therapy products.

Separately, the CIADM also works closely with Zoetis, Inc., a global animal health company, and iBio Inc., a plant-based biotech innovator and contract manufacturing organization. Like Matica Bio and FUJIFILM Diosynth, Zoetis and iBio have invested in manufacturing centers near the Texas A&M campus.

### **An All-Around Leader**

As home to more than 4,000 life sciences firms, and with more than 100,000 workers employed in the field, Texas is one of the leading life sciences states in the country.

Top Fortune 500 companies such as Kimberly-Clark and Celanese are based in Texas. Other global leaders with operations in Texas include McKesson, Galderma, Novartis, Abbott, Allergan, Lonza, Johnson & Johnson and Medtronic.

The state has also become a leader in medical device manufacturing, with industry leaders including Abbott Laboratories, Agilent Technologies, Baxter International, Becton Dickinson, CareFusion, GE,

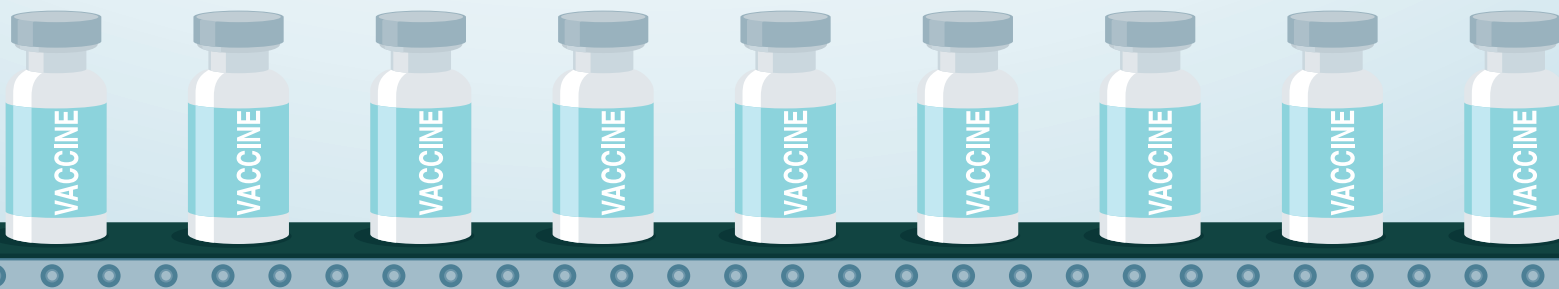
“The Brazos Valley area, including College Station, is rapidly becoming one of the most important centers of biotechnology in the country.”

– Byung Se So, CEO, Matica Bio

Johnson & Johnson, Medtronic St. Jude Medical and Stryker sharing a presence in the Lone Star State.

The Texas Medical Center (TMC) is the world’s largest medical complex, and is also home to the world’s largest children’s hospital — the Texas Children’s Hospital — and the world’s largest cancer hospital — MD Anderson Cancer Center. Since opening in 1945, TMC has been at the forefront of advancing life sciences through pioneering patient care, research, education and prevention.

Texas A&M is currently building a half-billion-dollar health sciences complex at TMC. The \$546 million complex includes \$145 million toward the purchase and renovation of the 18-story “EnMed” building, as well as \$401 million in private-sector funding to build two new towers adjacent to the EnMed structure. ★





# Tech Leaders Rush to Texas

Waves of tech leaders from the West Coast are cascading on the Lone Star State.

**W**hen the company that started it all in Silicon Valley announces its plans to relocate its headquarters to Texas, it's time to take notice.

In December, Hewlett Packard Enterprise (HPE) announced plans to relocate its global headquarters from San Jose, California, to Spring, a Houston suburb. The company began constructing a new, state-of-the-art campus at the beginning of the year.

HPE already has a significant presence across Texas, with locations in Austin, Plano and Houston — the latter of which is home to more than 2,600 employees and is the company's largest employment hub. HPE currently operates significant product development, services, manufacturing, and lab facilities in Houston and Austin. HPE noted the company's already extensive presence in Houston, its diverse talent base, and anticipated cost saving as the reasons Houston was selected for the relocation.

Compared to coastal states, Texas offers significant savings and no corporate income tax. The state's highly innovative technology ecosystem and deep, hardworking talent pool make an ideal home base for tech firms.

"We are excited that Hewlett Packard Enterprise has chosen to call Texas home, and I thank them for expanding their investment

in the Lone Star State by relocating their headquarters to the Houston region," said Governor Greg Abbott. "Hewlett Packard Enterprise joins more than 50 Fortune 500 companies headquartered in the Lone Star State, including 22 in the Houston area alone.

by SAVANNAH KING

That is because Texas offers the best business climate in the nation. Our low taxes, high quality of life, top-notch workforce, and tier-one universities create an environment where innovative companies like HPE can flourish. We look forward to a successful partnership with HPE, as together we build a more prosperous future for Texas."

HPE's headquarters will be located on a new state-of-the-art campus, expected to open in early 2022. HPE already has a significant presence across Texas, with locations in Austin, Plano and Houston — the latter is home to more than 2,600 employees and is the company's largest employment hub.

"As we look to the future, our business needs, opportunities for cost savings, and team members' preferences about the future of work, we are excited to relocate HPE's headquarters to the Houston region," said Antonio Neri, CEO of HPE. "Houston is an attractive market to recruit and retain future diverse talent and where we are currently constructing a state-of-the-art new campus. We





Houston skyline  
Photo: Getty Images

look forward to continuing to expand our strong presence in the market.”

### **From the Valley to the Hills**

Austin — AKA “Silicon Hills” — is home to a robust technology base with longtime tech companies like Dell Technologies, IBM, Apple, Samsung and Microsoft. Recent years have brought sizable government operations to the region, including the Army Futures Command Post.

Tech firms continued to head for the hills in 2020, as work-from-home orders have changed the professional landscape.

In December, Oracle relocated its corporate headquarters to Austin from Redwood City, California, to implement a more flexible employee work location policy, according to the company.

“Oracle is a global technology giant with an already strong presence here in Texas, and we are proud to welcome its headquarters to Austin,” said Gov. Greg Abbott. “While some states are driving away businesses with high taxes and heavy-handed regulations, we continue to see a tidal wave of companies like Oracle moving to Texas thanks to our friendly business climate, low taxes, and the best workforce in the nation. Most important of all, these companies are looking for a home where they have the freedom to grow their business and better serve their employees and customers, and when it comes to

economic prosperity, there is no place like the Lone Star State.”

FileTrail, the leader in next-generation information governance and records management software for law firms and highly regulated industries, announced it too would move its headquarters to Austin.

The relocation is primarily due to FileTrail’s growth, including the need to accommodate its recently expanded team.

FileTrail’s new headquarters is in the up-and-coming area of East Austin. The company is leasing a space twice the size of its previous office in San Jose, California, FileTrail’s home for its first 20 years in business. The new space better accommodates the company’s growing staff, already nearly double what it was a year ago, and is suited for anticipated additional expansion in the coming months and years.

“The year 2020 marks more than just FileTrail’s 20th in business; this is also the start of an exciting new chapter for our company,” says FileTrail CEO Darrell Mervau. “While the greater Bay Area will always be a special place for the FileTrail family, our recent growth prompted the need to explore options for a larger headquarters. Our new location is a great fit for our expanding team and affords us much-needed flexibility for continued growth. We are grateful to the Austin community for already making us all feel welcome.” ★



# Food Producers Expand in Texas to Meet Increased Consumer



by SAVANNAH KING

It seems stay-at-home orders across the U.S., in response to the COVID-19 pandemic, have had a significant impact on people's eating habits — and the food production industry. With more people eating meals at home, food producers have seen increased demand for their products, spurring several expansions at food processing facilities across the U.S.

One of the world's largest meal kit companies, Berlin-based HelloFresh, is opening a new state-of-the-art facility in Irving to meet rapidly increasing demand for their products. In August, the company leased a new production and distribution facility to increase overall production capacity by more than 30%. The nearly 375,000 sq. ft. distribution center — HelloFresh's largest facility to date — will include office space, cold storage, packing and shipping areas, and could provide as many as 1,200 new jobs for the area as HelloFresh expands its presence to continue supporting rapidly growing demand and new customer growth in the South and Midwest regions of the U.S.

Alongside its current facility in Grand

Prairie, this new distribution center augments HelloFresh's existing production and shipping capabilities in the Dallas-Fort Worth metro area. By being co-located with its other facility in the same market, HelloFresh is leveraging operational efficiencies while tapping into existing supplier relationships and a strong workforce.

"These latest centers support our investment in long-term growth as we execute on our strategy to continue expanding our total addressable market through fresh geographies, new customer segments and various demographics," said Uwe Voss, CEO of HelloFresh U.S. "To achieve this, we are expanding supply chain capacity and actively iterating on our menu to satisfy new and existing customers, expanding recipe selection, adding more convenient offerings and increasing meal customization options to maintain our long-term growth momentum."

## **Breakfast Facility Expands in Hometown**

Arkansas-based Tyson Foods, Inc. is investing \$26 million to expand production at its Wright® Brands Bacon facility in Vernon





Goya Foods announced an \$80 million expansion of its manufacturing and distribution facility in Brookshire. Photo courtesy of Tyson

to satisfy current demand and allow room for additional growth. The bacon brand has had a home in Vernon since 1922. The expansion is expected to create 32 new jobs that will bring total employment to more than 800.

The bacon category has seen increased volume in retail growth, up 18% since 2017, as new people enter the market and existing buyers consuming more bacon, most recently due to increased at-home meals. Surpassing category growth during this period, Wright Brand has increased volume by 29% as more buyers are introduced to the brand.

## Arkansas-based Tyson Foods, Inc. is investing \$26 million to expand production at its Wright® Brands Bacon facility in Vernon

“We’re pleased we can continue to build on the proud heritage of this iconic and delicious brand,” said Noelle O’Mara, group president of Prepared Foods for Tyson Foods, Inc. “More importantly, we’ve had a strong presence in Vernon for nearly 100 years as one of the largest employers. It’s an honor to continue that long history by adding new jobs in the local community.”

Tyson Foods and its family of companies operate 10 food processing

plants in Texas, employing more than 12,000 team members and paying more than \$480 million in annual wages as of the most recently completed fiscal year. The company also contracts with more than 230 poultry growers and more than 90 cattle suppliers in the state. It’s estimated Tyson Foods’ operations have a total annual impact of nearly \$3 billion in Texas.

### Goya Grows in Texas

In October, the largest Hispanic-owned food company in the U.S., Goya Foods, announced a new \$80 million expansion of its manufacturing and distribution facility in Brookshire. The expansion will double production capacity to meet increased consumer demand.

Goya’s Texas facility sits on a 130-acre farm has served as the prime hub for the manufacturing and distribution of Goya products in the West and provides key access to a skilled workforce, a favorable business climate, railroad transportation, and a launching pad for global export.

“Goya is committed to meeting increased consumer demand for our products from all consumers across the United States and abroad. We are grateful for the overwhelming support of the Goya brand, and we are fortunate to be able to give back to communities around the globe donating millions of pounds of food through our Goya Gives program,” said Bob Unanue, President and CEO of Goya Foods. ★



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# TEXAS: HOME BASE FOR SPACE EXPLORATION

by SAVANNAH KING

If you are one of Elon Musk's 45 million Twitter followers, you may have noticed a number of tweets calling attention to Brownsville, Texas. Specifically, the CEO of Tesla and SpaceX has asked his followers to consider moving to the yet-to-be-built city of Starbase, near Brownsville and South Padre Island. SpaceX has operated a launch site in Boca Chica since 2012, where it tests its Starship prototypes that the company hopes will one day take people to Mars. Musk's tweets noted SpaceX will be hiring more engineers, technicians, builders and

support personnel in the area as it continues to grow.

While impressive, SpaceX is hardly the only company in Texas aiming for the stars. Texas has long been home to leaders in aerospace, aviation and defense with major operations including Boeing, Bell Helicopter, Lockheed Martin, Raytheon, L-3 Communications and General Dynamics. The U.S. Army also recently selected the state as the location for its first Army Futures Command Headquarters.

Founded in 2016, Houston-based Axiom Space, Inc., is developing the world's first commercial space station.

Photo courtesy of SpaceX



Axiom recently secured \$130 million in a new round of venture funding which will accelerate the growth of the company's workforce and construction of its privately developed space station. The Axiom Station will serve as the central pillar of a thriving network of commerce in Earth's orbit — a linchpin of a space economy that Bank of America and Morgan Stanley both project could be valued at more than \$1 trillion in the next few decades.

"Axiom Space is a force in the space sector, and it will become a centerpiece of the C5 Capital portfolio and enhance our vision for a secure global future," said C5 operating partner Rob Meyerson, who will join the Axiom Board of Directors. "The Axiom Station will be the infrastructure upon which we will build many new businesses in space, and it will serve as the foundation for future exploration missions to the Moon, Mars, and beyond."

In January, Axiom revealed its plans to fly a historic first private astronaut crew to the International Space Station (ISS) no earlier than January 2022. NASA selected Axiom to begin attaching its own space station modules to the ISS in January 2020. The company plans to deliver as early as 2024. By late 2028, Axiom Station will be ready to detach when the ISS is decommissioned and operate independently as its privately owned successor.

### **BAE Systems Expands Austin Operations.**

In August 2020, BAE Systems, one of the world's leading aerospace and defense technology companies, expanded its operations in Austin with a new campus development in Parmer Austin Business Park. The new facility is located near the U.S. Army's Futures Command, as well as



BAE Systems is expanding its Austin campus with a new 390,000-square-foot-facility. Photo courtesy of credit BAE Systems

the Austin Capital Factory, which is central to the innovation and entrepreneurial ecosystem in Austin.

When completed, BAE Systems' new campus will be valued at approximately \$150 million and will include engineering, manufacturing, laboratory, and office space to primarily support U.S. Department of Defense customers. BAE Systems is working with Karlin Real Estate on construction of its new 390,000-square-foot-facility which will begin this year and is expected to be complete in 2022.

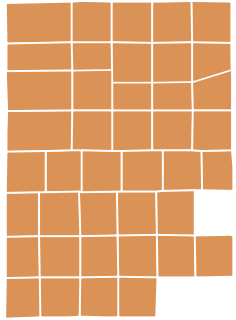
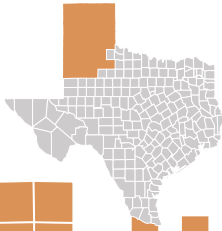
Scott Hatch, Site Director of BAE Systems Austin Business Center, explained the company's expansion in Austin came down to three factors.

- "Community: BAE Systems has a rich history — over 65 years — in the Austin community. This expansion continues our longstanding legacy of innovation in Austin, while also preparing us for our projected engineering and manufacturing growth.
- "Innovation: The innovation ecosystem in Austin is unique and we want to continue to be an active participant.

The new facility is located near the U.S. Army's Futures Command, as well as the Austin Capital Factory. BAE Systems is a member of the Capital Factory's Innovation Council and collaborates with startups and small businesses to accelerate the development of new defense technology for America's military. BAE Systems' Austin employees innovate for a wide range of programs in the areas of autonomy, cyber, sensor development and electronic warfare, and manufacture those leading-edge capabilities on the company's factory floor.

- "Talent: Austin is a great place to attract and retain a diverse workforce. It is an ideal location to attract the talent we need to deliver the latest capabilities to our customers."

"Our expansion continues our longstanding legacy of innovation in Austin to grow next-generation capabilities that include the design, development, and manufacturing of radio frequency and electro-optical/infrared countermeasure systems primarily for our aerospace and defense technology customers," said Hatch. ★



# HIGH PLAINS DRIFTING

by RON STARNER

Logistics networks link manufacturers  
in Amarillo, Lubbock to major markets.



Texas Tech University in Lubbock  
Courtesy of Travel Texas/Jamie Hudson



If you've ever driven through the northern panhandle of Texas, you've witnessed the windswept plains and vistas that cover vast stretches of territory from Oklahoma to New Mexico.

This 41-county High Plains region covers 39,500 square miles and includes two large metropolitan areas: Amarillo and Lubbock. About 872,000 people live in this north Texas region and account for 3% of the state's population. Since 2010, the High Plains have experienced a population increase of nearly 4%.

Major industries in the region include animal production and aquaculture; oil and gas extraction; mining; leather and allied product manufacturing; food manufacturing; crop production; pipeline transportation; petroleum and coal products manufacturing; agricultural and forest-related support activities; and heavy and civil engineering construction.

In 2020, the region landed a number of significant corporate facility investment projects. Among the more notable deals were a \$14 million investment from Sharpened Iron Studios in Amarillo, creating 40 jobs; a \$10 million new manufacturing plant from Caviness Beef Packers in Amarillo; an \$87 million investment from General Advanced Food in Lubbock, generating 125 jobs; and a \$24 million investment by

Amazon for a distribution warehouse in Lubbock, adding 279 new jobs.

Texas Tech University in Lubbock is the flagship college in this region, but a strong network of community colleges and other 4-year universities also dot the High Plains.

Interstate 40 is the primary east-west thoroughfare, linking the High Plains with both coasts of the United States of America. One can merge onto I-40 in eastern North Carolina and drive this highway all the way to California and the Pacific Coast. It also serves as the main alternate route to the famed Route 66.



Courtesy of Travel Texas/Jamie Hudson

Multiple airports and major rail lines also serve the 41 counties in this region, making the High Plains a highly desirable location for manufacturing, food processing, logistics and distribution. ★

#### 2020 AMARILLO'S TOP PROJECT SECTORS

SECTOR	PROJECTS
IT & COMM.	1
AUTOMOTIVE	1
FOOD & BEVERAGE	1
TRANSPORT & LOGISTICS	1
MACHINERY, EQUIP. & CONST.	1

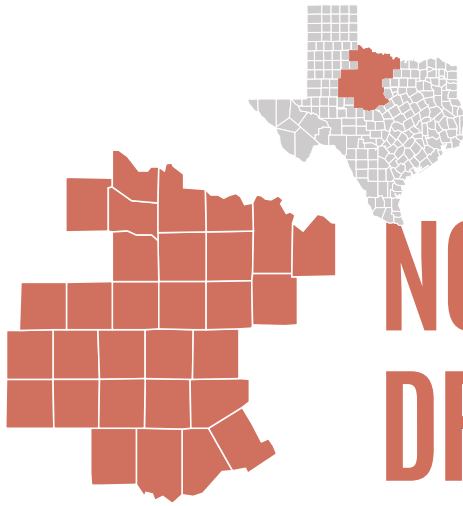
#### 2020 LUBBOCK'S TOP PROJECT SECTORS

SECTOR	PROJECTS
IT & COMM.	3
LIFE SCIENCES	2
MACHINERY, EQUIP. & CONST.	2
BUSINESS & FINANCIAL SERVICES	2
TRANSPORT & LOGISTICS	2
FOOD & BEVERAGE	1

Source: Conway Data

**THE LUBBOCK MSA  
ACCOUNTS FOR 37%  
OF THE POPULATION  
IN THE HIGH  
PLAINS REGION.**

Source: Texas Comptroller



# NORTHWEST TEXAS DRAWS INVESTMENT ACROSS SECTORS

by SAVANNAH KING



Courtesy of the Development Corporation of Abilene



**T**exas's Northwest region is a 30-county area stretching from the Oklahoma border to the Colorado River, from Big Spring to Fort Worth.

The region includes the MSAs of Abilene and Wichita Falls.

In 2019, the region's population was approximately 550,500. The region's workforce is supported by several higher education institutions, including Midwestern State University in Wichita Falls, Texas State Technical College and Texas Tech Health Sciences Center in Abilene. According to the Texas Comptroller's office regional report, Dyess Air Force Base and Sheppard Air Force Base supports nearly 42,000 jobs in the region.

Abilene is the heart of the region's economic engine. The city is a powerhouse for the oil and gas industry (representing a \$1.22 billion economic impact on the area) and renewable wind energy. Abilene is home to Broadwind Energy, General Electric, Run Energy and TGM Wind. The city is also a stronghold for health care, education and manufacturing, aviation and aerospace.

Hartmann's Inc., a homegrown Abilene company since 1955, recently expanded into a new 100,000 sq. ft. facility, representing a \$12.5 million investment. The company produced precision parts for large companies, including Johnson & Johnson, Boeing, Lockheed Martin, Emerson Automation and more.

Nearly 150 miles away, Wichita Falls offers businesses a strategic position at the midpoint between the Dallas-Fort Worth metroplex and

Oklahoma City. This key cross point is a regional hub for both North Texas and South Central Oklahoma. The city attracted several significant investments from a variety of industries in 2020.

In June, Pamlico Air, a high-quality air filter manufacturer, opened a new manufacturing facility in Wichita Falls. With additional facilities in Florida, North Carolina and Nevada, its new 180,000 sq. ft. site is also its largest facility.

In September, Dallas-based Panda Biotech selected Wichita Falls to be the home of the largest and most state-of-the-art industrial hemp processing center in the United States. The Panda Texas Plains Hemp Gin

## Northwest Texas is a regional hub for both North Texas and South Central Oklahoma.

will also be the first facility in the nation to cottonize hemp fiber on a commercial scale for the American textile industry and export customers

In February 2021, Vexus Fiber, the leading fiber service provider in West Texas, began constructing a 10 Gigabit fiber-to-the-home network in the city. The network will connect to more than 30,000 new homes and businesses in the area. This network expansion is part of ongoing construction that will bring Vexus services to more than 19,000 homes and businesses in Wichita Falls before the end of 2021. ★

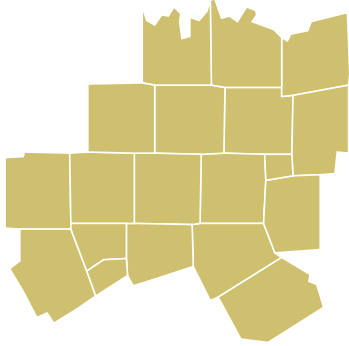
### 2020 ABILENE'S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	2
AEROSPACE	1

### 2020 WICHITA FALLS' TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	1
TEXTILES	1

Source: Conway Data



# METROPLEX SPURS INNOVATION AND TECHNOLOGY GROWTH

*by* SAVANNAH KING



Photo: Getty Images



**2020 DALLAS - FORT WORTH - ARLINGTON'S  
TOP PROJECT SECTORS**

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	51
BUSINESS & FINANCIAL SERVICES	48
TRANSPORT & LOGISTICS	41
IT & COMM.	34
FOOD & BEVERAGE	23

Source: Conway Data

**D**allas' reputation for spurring innovation with homegrown companies like Dell Technologies hasn't slowed down over the years. If anything, it is attracting a new generation of technology leaders to the region.

The 19-county Metroplex region covers approximately 15,600 miles in northern Texas, reaching from Oklahoma to the Brazos River. The region includes the Dallas-Forth Worth-Arlington (DFW) and Sherman-Denison MSAs.

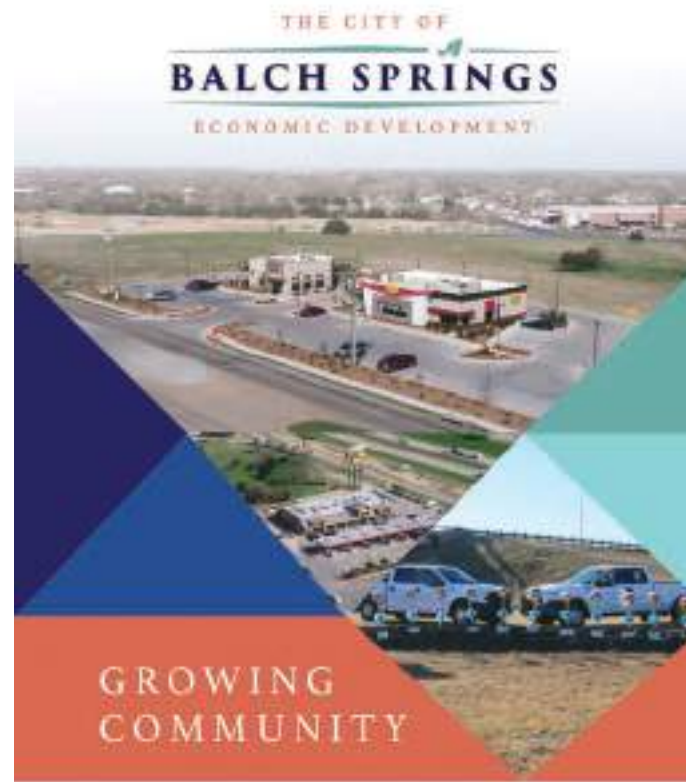
Home to about 8 million people, the region has grown steadily since 2010. The DFW region accounted for 94.9% of the region's population in 2019. Dallas is the third-largest city in the state. Dallas and Fort Worth are also among the fastest-growing cities in the country.

The region supports various industries, including defense, financial services, corporate headquarters, information technology, semiconductors, manufacturing, telecommunications, and logistics.

Throughout 2020 and the first part of 2021, several companies announced expansions and relocations to the region. Companies like CBRE, Charles Schwab, Core-Mark, and McKesson moved their headquarters to the area, while others like Uber, Toyota and Vistaprint significantly expanded their operations. Additionally, the DFW region is home to 3 of the 10 largest U.S. operations (ExxonMobile, McKesson and AT&T)

According to the Dallas Chamber, DFW has the 6th-largest concentration of high-tech jobs in the U.S. It's also No. 2 for large metro annual job growth. With a robust talent pipeline, the region enrolls more than 380,000 students annually at many public and private colleges and universities.

Logistically, the region offers easy access to the globe. The Dallas Fort Worth International Airport's cargo network connects the region to 28 major hubs around the world. The first high-speed railway in the nation can also take riders from Dallas to Houston in less than 90 minutes. ★



**GROWING  
COMMUNITY**

**POPULATION ESTIMATE: 27,374**

**MESQUITE & DALLAS ISD**

**ACCESS MAJOR HIGHWAYS:  
I-635, I-20 & US 175**

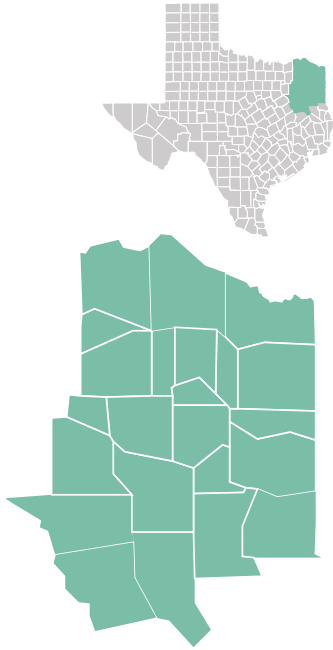
**BUSINESS FRIENDLY ATMOSPHERE**

**30 MINUTES TO  
DFW INTERNATIONAL &  
DALLAS LOVE FIELD AIRPORTS**



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Community Development Director  
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[www.CityofBalchSprings.com](http://www.CityofBalchSprings.com)

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# UPPER EAST: AT THE CORNER OF THE SOUTHEAST

by SAVANNAH KING



Tyler State Park photos  
Courtesy of Travel Texas/Jaime Hudson



**U**pper East Texas offers a business friendly and affordable location for businesses.

This 16,000 square mile region stretches along the Arkansas and Louisiana Border to the western boundary of Cedar Creek Reservoir. The Upper East region of Texas is home to three MSAs: Longview, Texarkana and Tyler. In 2019, the region's population was estimated to be about 1.2 million, or approximately 4% of the state's total population.

- Longview: Distribution centers have found a key location in Longview. Earlier this year, Gap Inc. announced plans to build a new \$140 million Customer Experience Center in the city to support rising demand in online shopping and increased digital growth.
- Texarkana: Located on the border of Texas and Arkansas, this city offers businesses the best of both worlds. Manufacturing, defense, health care and logistics all benefit from the city's logistic advantages.
- Tyler: Located midway between Dallas and Shreveport, Louisiana, Tyler is a regional hub for logistics and health care. In 2020, the University of Texas System announced it would build a new University of Texas Health Science Center at Tyler. The school is the first of its kind in

Northeast Texas and will serve as a key pipeline for the region and state's health care workforce.

This region is a powerhouse in mining and oil and gas extraction. The region's forestry and wood product industries and distribution sectors are also strong. In Tyler, three hospitals round out the region's diverse industry base. Over a quarter of the city's workforce is employed in health care.

The Upper East region's workforce is skilled and well-educated. Since 2010, the region's high school graduation rate has outperformed the state's rate. After high school students have a number of higher



education institutions to choose from in the region including Texas A&M University — Texarkana, Texas College, The University of Texas at Tyler, and others. The region's 9 community and technical colleges enroll approximately 37,000 students annually. ★

#### 2020 LONGVIEW'S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	2
FOOD & BEVERAGE	1
TRANSPORT & LOGISTICS	1
BUSINESS & FINANCIAL SERVICES	1
CHEMICALS & PLASTICS	1
CONSUMER PRODUCTS	1
ENERGY	1

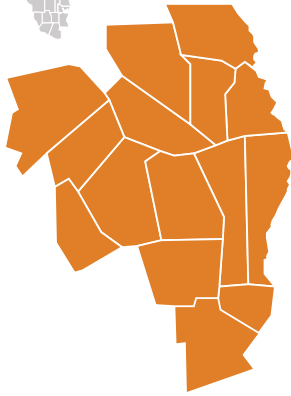
#### 2020 TYLER'S TOP PROJECT SECTORS

SECTOR	PROJECTS
BUSINESS & FINANCIAL SERVICES	2
METALS	1
MACHINERY, EQUIP. & CONST.	1

#### 2020 TEXARKANA'S TOP PROJECT SECTORS

SECTOR	PROJECTS
AEROSPACE	1
METALS	1
AUTOMOTIVE	1

Source: Conway Data



# POWERED UP IN SOUTHEAST TEXAS

by RON STARNER



Beaumont-Port Arthur  
Photo: Getty Images



**A** key player in the global energy industry, Southeast Texas is home to the world's largest oil refineries.

Several of the biggest names in the global commerce call the region home including Exxon, Motiva Enterprises and Valero.

The area has also become a key location for sophisticated medical instruments, precision industrial equipment, wood pellet manufacturing and advanced manufacturing. Beaumont is also a hub for the region's health care and is a central referral point for patients in Southeast Texas and Southwest Louisiana.

According to the Southeast Texas Economic Development Foundation, multiple industries in the region are expanding — representing \$54 billion in current projects and long-term investments. The foundation notes Southeast Texas is built for production with a high concentration of engineering firms, fabrication shops, contractors, industrial supply manufacturers and large equipment distributors.

According to the Southeast Texas Economic Development Foundation, three major ports, two river authorities and a navigation district provide access to national and international markets by way of barge and deep sea vessels. The Sabine Neches Waterway was recently approved by

Congress to deepen and widen the channel, opening the local ports to increased travel and tonnage.

Beaumont-Port Arthur's connection to the Port of Houston through several major highways, a regional airport and rail service by multiple Class 1 carriers, provides businesses with easy access to global commerce.

#### 2020 BEAUMONT-PORT ARTHUR'S TOP PROJECT SECTORS

SECTOR	PROJECTS
CONSUMER PRODUCTS	1
FOOD & BEVERAGE	1
METALS	1
CHEMICALS & PLASTICS	1

Source: Conway Data

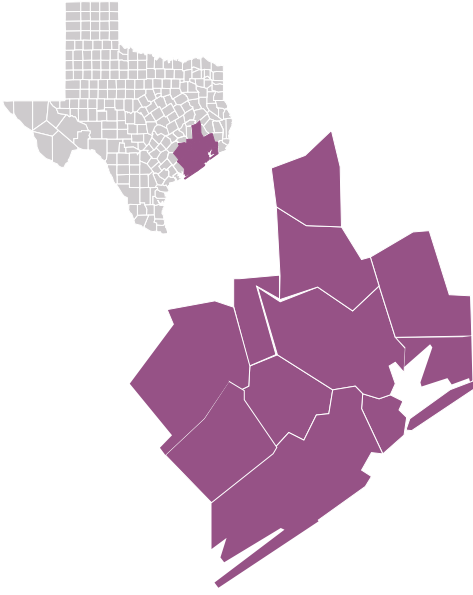
Beaumont-Port Arthur  
Photo: Getty Images



Lamar University in Beaumont enrolls 16,000 students annually. The university has established itself as a global leader in engineering — due in part to its close ties with the petroleum and chemical industries. Additionally, Lamar Institute of Technology, Lamar State College Port Arthur, Lamar State Orange and Angelina College serve the region's workforce and industry needs. ★

## Beaumont - Port Arthur is ranked No. 16 for Cost of Doing Business

Source: Forbes



# FROM HOUSTON TO THE GLOBE

by SAVANNAH KING

A region once focused predominantly on oil and gas has since grown into a highly sought-after location for global corporations across a wide swath of industries.

The 13-county Gulf Coast region encompasses eastern coastal Texas from Huntsville to Galveston. The region's major economic center is the Houston-The Woodlands-Sugarland MSA and is home to 7 million people. Houston, the nation's fourth-largest city, is one of the fastest-growing and most diverse in the state.

The region supports a well-developed suite of global industries, including energy, life science, manufacturing, logistics and aerospace. According to Greater Houston Partnership, the city is home to 20 Forbes Global 2000 headquarters. Additionally, 44 out of 113 U.S. publicly traded oil and gas companies are in the city.



Courtesy of Travel Texas



# DISCOVER WHY PASADENA, TX IS A PLACE WITH GROWING ENERGY



**Second-Largest City**  
in Greater Houston Metro Area

**Largest** petrochemical complex  
in the U.S.

**No. 1 U.S. port** in foreign  
waterborne tonnage, Port Houston

**Industry giants** like BP, Boeing  
and Nestle Water

**Easy access** to 2 International  
Airports and Houston Spaceport

**Top 10** Community College - San  
Jacinto College. Home to University  
of Houston - Clear Lake and Texas  
Chiropractic College

**Visit PasadenaEDC.com**



Houston ranked  
**No. 4** among  
U.S. metro Areas  
in Fortune 500  
headquarters.

Port of Houston  
is the **No. 1**  
Port in U.S.  
(Ranks first in  
total tonnage)

Source: U.S. Army Corps of Engineers  
Navigation and Civil Works Decision  
Support Center



In November, tech giant Hewlett Packard Enterprise announced it would relocate its corporate headquarters from San Jose, California to Houston — adding another Fortune 500 company to its roster. In December, Axiom Space announced it would build the world’s first commercial space station at its new headquarters at the Houston Spaceport.

The region offers a diverse and highly skilled labor force of more than 3 million workers — larger than 35 states. One of the fastest-growing regions in the country, Houston is also one of the top cities for attracting millennials and ranks No. 1 in retaining college graduates.

The region boasts an educated population, with 32% holding at least a bachelor’s degree. The region is home to more than 20 public and private universities and colleges, including three Tier 1 universities.

Houston is also well-connected with four deepwater seaports and two international airports. The city is equidistant from the east and west coasts providing companies with an ideal base to distribute products. The region’s extensive highway system includes Highways 10 and 45 and I-69 — the “NAFTA superhighway” — that will link Canada and Mexico upon completion. ★

#### 2020 HOUSTON, THE WOODLANDS, & SUGAR LAND’S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	48
BUSINESS & FINANCIAL SERVICES	30
ENERGY	25
FOOD & BEVERAGE	23
CHEMICALS & PLASTICS	20
TRANSPORT & LOGISTICS	16
METALS	14
LIFE SCIENCES	14
CONSUMER PRODUCTS	9
IT & COMM.	8

Source: Conway Data



# DEVELOPMENT OPPORTUNITIES IN THE HEART OF EL PASO, TEXAS

Be a part of a growing development at El Paso International Airport, centrally located in sunny El Paso, Texas at the intersection of three states and two countries.

**1,700**

acres of land are available for development in the ELP Global Trade Center

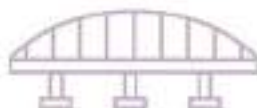


Current Population of the El Paso Region

**2.5**

Million

Census, July 2018  
Doña Ana county, El Paso County, Ciudad Juarez, Mex.



**6**

miles from the international border crossing and immediate access to El Paso's primary thoroughfares



**4**

sites available for immediate development in the Crosswinds Entertainment District, located immediately in front of the Airport's main terminal

Butterfield Trail Industrial Park



Region 19

Southern Industrial Park



Marmaxx, Inc.

ELP Global Trade Center



Million Air FBO

Opened February 2021



**EL PASO**  
INTERNATIONAL AIRPORT

**CONTACT:**

Terry Sharpe, AVIATION ASSISTANT DIRECTOR  
SharpeT@elpaso.texas.gov | 915-212-7302

For more information visit [flyelp.com](http://flyelp.com)



# BIO CENTRAL

Central Texas' Biocorridor Brings  
Innovations to Global Markets

by SAVANNAH KING



Texas A&M University in College Station  
Photo: Getty Images



Central Texas' unique combination of higher education, logistical ease and innovation create a breeding ground for life-saving biomedical advancement.

Central Texas covers a region of 20 counties spanning about 17,400 square miles in the heart of the Lone Star State. The cities of College Station-Bryan, Killeen-Temple and Waco are the major economic and population centers in the region.

This region is located at the center of the Texas Triangle, which is formed by Houston, Dallas-Fort Worth and San Antonio, giving businesses easy access to markets across the state. By 2050, more than 35 million people are expected to live inside the Texas Triangle region (including Austin.)

Home to approximately 1.2 million people in 2019, the region has a young, skilled population. According to the Texas Comptroller's Office, in 2019 three of the region's counties had a median age significantly below the state median age of 34.2 years in 2018. These three counties Bell (30.4 years), Brazos (25.5 years) and Coryell (31 years), combined with McLennan (33 years) — make up a majority of the region's population, with Brazos County boasting one of the "youngest" populations in the state. According to SmartAsset, College Station is the No.1 city in the nation for career opportunities in the COVID-19 Recession. Killeen-Temple also

made the list at No. 22.

According to the Brazos Valley Economic Development Corporation the region is an international leader in the fields of engineering, agriculture and biomedical innovations. The region's "Biocorridor" is home to several companies like vaccine manufacturers iBio and Fujifilm Diosynth Biotechnologies, which recently completed its facility expansion in College Station. Matica Biotechnology Inc.

## College Station is the No.1 city in the nation for career opportunities in the COVID-19 Recession.

Source: SmartAsset



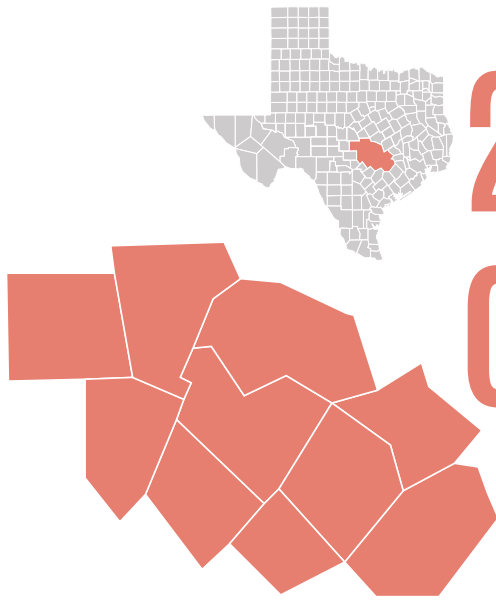
announced in December it would expand its College Station production facility for product development and manufacturing.

With more than 80,000 students in the region, higher education institutions include Baylor University, Texas A&M University and the Texas A&M Health Science Center in Bryan, as well as several community and technical colleges. ★

### 2020 COLLEGE STATION, BRYAN'S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	3
TRANSPORT & LOGISTICS	2
IT & COMM.	2
LIFE SCIENCES	2
BUSINESS & FINANCIAL SERVICES	2
ELECTRONICS	1

Source: Conway Data



# 2020: AUSTIN'S CAPITAL YEAR

by SAVANNAH KING



Courtesy of Travel Texas

**A**ustin, the birthplace of Dell Technologies, is the economic hub of Texas' Capital Region. The 10-county Capital region in central Texas stretches from Llano to San Marcos, La Grange to Georgetown. Home to approximately 2.4 million people, almost 95% of the region's population lives in the Austin-Round Rock MSA.

The Capital region is a key hub for innovation with some of the biggest names in technology including Apple, 3M, Amazon, Google, IBM, Oracle, Intel, Texas Instruments and many more.



Austin's nickname of Silicon Hills signals to the region's strong tech base and innovative startup culture.

2020 was a banner year for the city which saw several relocations and expansions from the likes of Oracle, Amazon and BAE Systems. According to the Austin Chamber, these investments resulted in a record-breaking 22,114 jobs being announced. This was no small feat in a year so full of challenges.

A large piece of the city's success in 2020, came as the result of the Tesla Gigafactory announcement. Set to be located in eastern Travis County, the Gigafactory will be one of the largest and most advanced automotive plants in the world. Tesla expects to generate up to 5,000 jobs and will bring \$1 billion in capital investment to the region.

The region's deep talent pool is bolstered by the presence of several institutions of higher education including, The University of Texas at Austin, Texas State University, Austin Community College, and The University of Texas at Austin Dell Medical School. ★

#### 2020 AUSTIN, ROUND ROCK'S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	21
BUSINESS & FINANCIAL SERVICES	20
IT & COMM.	16
LIFE SCIENCES	10
FOOD & BEVERAGE	5

Source: Conway Data



## THE AUSTIN, TEXAS REGION HAS IT ALL.

**Best US City for Starting a Business**  
(Inc.)

**Hottest Labor Market in the U.S.**  
(Wall Street Journal)

**Best Place to Live in the USA**  
**2018 to 2020**  
(US News and World Report)



## ROUND ROCK, TEXAS

by SAVANNAH KING



# Round Rock:

## Where quality of life and opportunity meet.

In Round Rock, opportunities are found around every corner.

Located just 20 minutes from downtown Austin, Round Rock is a diverse and growing community in Central Texas. Home to approximately 133,000 people and major tech organizations like Dell Technologies Inc. and Emerson Automation Solutions, Round Rock is ideal for families and corporations alike.

In recent years, Round Rock has attracted national attention for its affordability, lifestyle, and pro-business climate, earning a cadre of accolades and ranking among the country's best locations. Last year, the Milken Institute named Round Rock the No. 3 "Best-Performing City" in America.

Recognitions like Milken's are nothing new in Round Rock. In 2019 alone, Austin-Round Rock was ranked the No.1 "Best Place to Live" by U.S. News and World Report, Round Rock was named one of "the Coolest Suburbs in America" by Apartment Therapy, ranked the No. 2 "Best Places to Live" by Money Magazine, and it was ranked among the top cities for living the American Dream by Smart Asset.

With attractions like Dell Diamond, where you can catch a Round Rock Express game (the AAA affiliate to the Texas Rangers), the newly opened Kalahari Resort & Conventions (which boasts a 200,000-sq.-ft. convention center and is home to America's largest indoor waterpark), a thriving downtown with unique shops and restaurants, and more than 34 park and trail corridors throughout the city, there's

always fun to be had in Round Rock.

Additionally, the city boasts one of the state's best K-12 school districts and three higher education institutions — Austin Community College, Texas State University and Texas A&M Health Science Center. The city's diverse industry clusters provide economic stability and job opportunities, while its nearby colleges and universities, including the University of Texas at Austin, provide a steady pipeline of talented employees. Combine the region's workforce and affordable quality of life with its business-friendly attitude, fast-tracked permits and economic incentives, and you've found the region's recipe for continued economic growth.

"We've always been very pro-business," explains Mayor Craig Morgan. "We have one of the lowest tax rates for a city of our size in the state of Texas. We've been able to keep it at a minimal level with minimal regulations. Of course, we do have regulations, but they're not burdensome. You can get in here and get started on a project quickly. The process happens much faster than it does in a lot of cities across the country, and even in Texas."

With its legacy as a hub for innovation, the city has built a rock-solid reputation for helping businesses of all sizes scale up and grow quickly. For instance, Dell Technologies first moved to Round Rock in 1994 after outgrowing its space in nearby Austin. Today, Dell's worldwide headquarters in Round Rock employs over 13,000 people. When Emerson Automation Solutions moved its headquarters to Round Rock in 2014, the company found

Round Rock's Old Settlers Park is a 640-acre recreation and sports area. All photos courtesy of Round Rock Chamber



the city's willingness to assist its growth refreshing.

"The City of Round Rock was outstanding to work with," said Jim Nyquist, president of Systems and Solutions at Emerson Automation Solutions. "We had a very tight schedule for finishing the buildings and moving our 750 employees. Their attitude of collaboration between business and the city helped us meet all of our construction deadlines. They are ready to serve business and put every other city I've ever worked with to shame."

### **Companies run to Round Rock from other locations across the country.**

While travel and other restrictions in 2020 delayed investments across the country, Round Rock continued to experience unprecedented growth, announcing 1,115 new direct jobs and \$46 million in capital investment. That forward momentum continued into the new year with several companies announcing their decision to move to the city from other states.

In January, Ametrine, Inc. selected the city to relocate its U.S. headquarters and innovative manufacturing operations. Founded in 2011 in Rockville, Maryland, the company manufactures unique, advanced multispectral camouflage systems and patented nano-

technology materials for clients, including the U.S. Department of Defense. The relocation will create 140 new jobs earning an average wage of roughly \$75,000 with production, engineering, management and administration components.

Round Rock's proximity to Army Futures Command headquartered in Austin and the U.S. Army Fort Hood military installation makes it an ideal location for defense innovation and technology firms, like Ametrine.

"We started the search for our new U.S.



“We started the search for our new U.S. headquarters almost a year ago and came to **the conclusion that Round Rock would be the best fit for the future of our business.**”

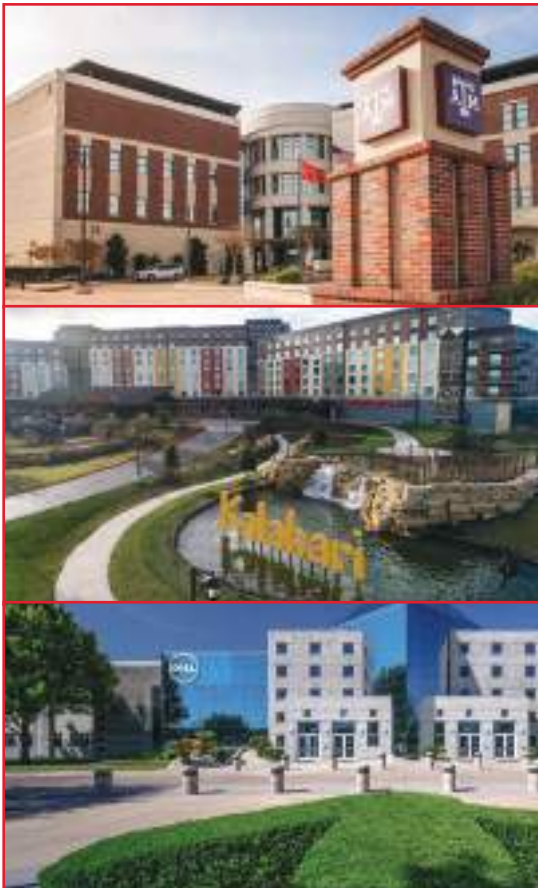
– **Brandon Cates**, CEO, Ametrine

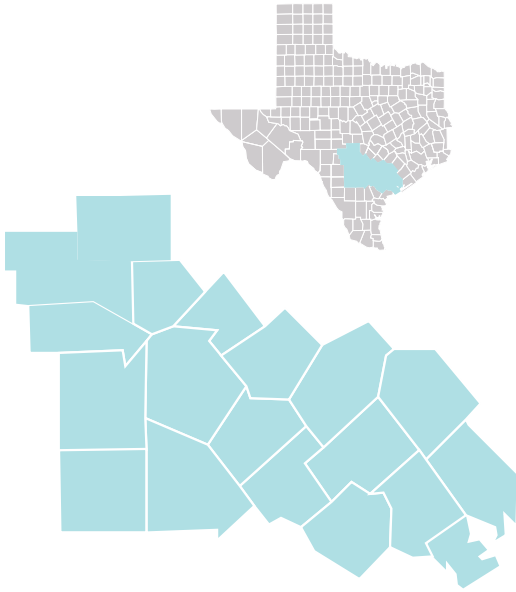
headquarters almost a year ago and came to the conclusion that Round Rock would be the best fit for the future of our business,” said Brandon Cates, Ametrine’s CEO. “Round Rock has been very forward-thinking when it comes to supporting the defense industry, and we anticipate future collaboration with the city, the chamber and the other innovative companies that Round Rock attracts.”

After exploring several locations, Californiabased Amazing Magnets also announced in January plans to move its headquarters, design and manufacturing operations to Round Rock, citing the city’s entrepreneurial spirit, access to worldclass talent and affordable cost of living as key decision factors. It joins Saleen Performance Parts, which relocated from California and plans to hire 150 employees in Round Rock. Both companies are among the hundreds of other California businesses choosing to move to the Lone Star State.

“After visiting Round Rock and witnessing its economic growth, diversification and meeting its people, we felt like we had found our home away from home. Everyone was so welcoming, kind and supportive,” said Amazing Magnets founder and CEO Tim Boettcher ★

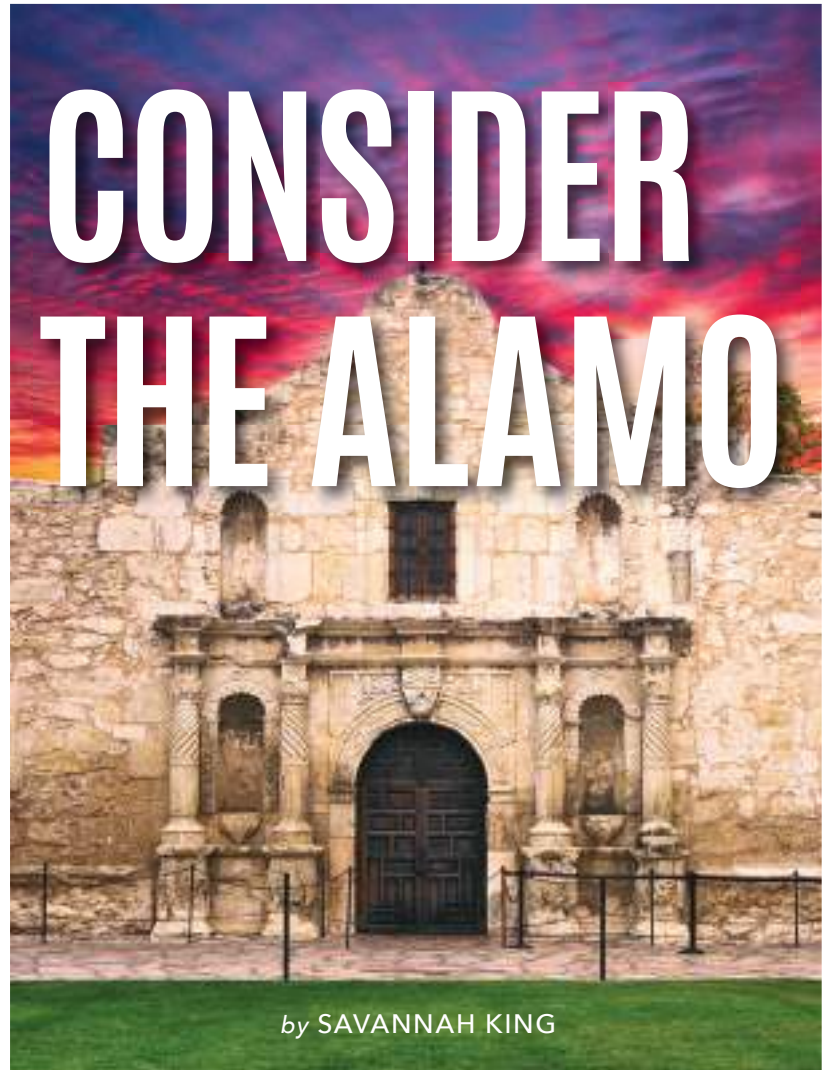
This Investment Profile was prepared under the auspices of the Round Rock Chamber. For more information call 512-255-5805 or email [jrobinson@roundrockchamber.org](mailto:jrobinson@roundrockchamber.org).



**2020 SAN ANTONIO, NEW BRAUNFELS'  
TOP PROJECT SECTORS**

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	12
BUSINESS & FINANCIAL SERVICES	8
FOOD & BEVERAGE	7
TRANSPORT & LOGISTICS	7
IT & COMM.	6

Source: Conway Data



**T**he Alamo, made famous in 1836 for its part in the Texas Revolution, is a central part of the Lone Star State's history. Every year, tourists stroll through the Spanish mission-turned-fortress to better appreciate the unique spirit of liberty found in Texas.

Named for its most important historical site, the Alamo Region is still a pivotal piece of the state's story. The 19-county region covers about 18,000 square miles in central Texas and includes the cities of San Antonio - New Braunfels and Victoria, which are major population centers and economic drivers for the region. The region is home to a diverse population of approximately 2.9

million people. San Antonio- New Braunfels MSA is home to 89% of the region's population.

With 30 universities and community colleges in the region, employers and employees alike have easy access to a variety of educational programs and training options. A cluster of three military bases support the region's growing defense sectors, as well as the health care, biomedical and life science sectors.

San Antonio's strong cybersecurity ecosystem is anchored by the presence of several military installations including the Texas branch of the National Security Agency, the FBI Cyber Division, the Air Force's

cyber warfare operations. The city is home to the most certified cyber professionals outside of Washington D.C. and has the No. 1 ranked cybersecurity university program at the University of Texas -San Antonio. Several large corporations also operate cybersecurity operations in San Antonio including USAA and Lockheed Martin.

Additionally, national and international companies like Tyson Foods, Toyota and Valero Energy have continued to expand their operations in the regions. Recently, Amazon announced plans to open two new fulfillment centers and a new delivery station in San Antonio, creating between 1,500 new full-time jobs. ★



# Write Our Story

Troy Lott's ties to Converse have been life-long but his professional career began in 1995 when he served as a police officer for three years. After leaving law enforcement, Troy entered the world of commercial development opening his first building in 2005. Since then, Troy has developed 19 buildings in Converse from the ground up and has had a hand in the creation of four more with no intention of slowing down. **"I knew Converse would be a good place to develop commercial properties from the beginning. The phenomenal residential growth needed commercial growth to support the new households,"** Lott said. He also stated that the City of Converse and the Economic Development Corporation have been helpful, involved and offer very attractive incentives. **"Unlike larger cities where you have lots of red tape and longer timelines, in Converse, you can get important projects done quickly and with a sense of community,"** noted Lott. When asked if he would recommend Converse to developers, investors and entrepreneurs, he said "I would tell them that I have had a lot of success and I would highly recommend commercial development in Converse to others. **The growth is continuing and the opportunity is definitely here!"**

**We invite you to join Troy and the rest of the City of Converse as we write our story.**

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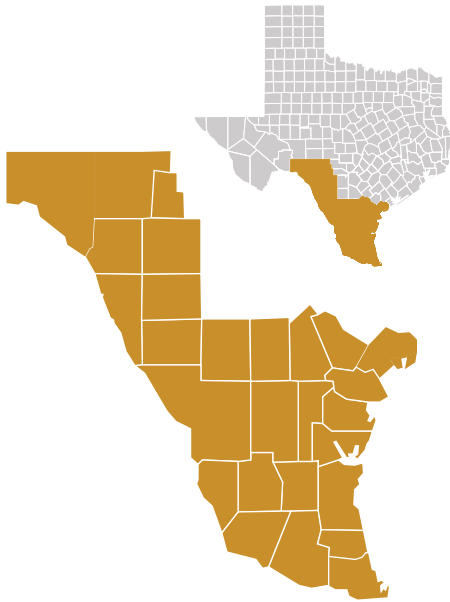


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Owner of  
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# A PORT, A BORDER AND A COAST: SOUTH TEXAS HAS IT ALL

by RON STARNER

Everything from a relaxing beach vacation to a shopping excursion to Mexico can be enjoyed from the South Texas region that spans 37,800 square miles and stretches from the Mexican border up the Gulf Coast to some of the most important North American ports near Corpus Christi.

Covering 28 counties, South Texas is home to 2.4 million

people, or roughly 8.4% of the state's population. Two large metropolitan areas anchor the regional economy: Corpus Christi and Laredo. Two smaller metros — Brownsville-Harlingen and McAllen-Edinburg-Mission — also play a sizable role in the cross-border economy.

South Texas is notable for its coastal and border characteristics. Tourism, hunting, fishing and other outdoor leisure activities

form a major part of the regional economy, as do trade and other cross-border activity between South Texas and Northern Mexico.

The dominant industries in the region include leather and allied product manufacturing; mining; petroleum and coal products manufacturing; fishing, hunting and trapping; pipeline transportation; law enforcement; transportation services; health care; oil and gas extraction; and



Port of Corpus Christi  
Photo: Getty Images



museums and historical sites.

In 2020, the region benefited from several significant capital investments. The largest of these was a \$48 million investment by Mission Produce in Webb County, creating 75 jobs. Other notable deals included a \$12 million investment by Sicar Farms in Hidalgo County, creating 250 jobs; and a \$7.5 million investment by JM Steel Corp. in San Patricio County, generating 50 jobs.

Texas A&M University-Corpus Christi is the largest 4-year school

in the region, serving 12,000 students, while another campus of Texas A&M in Laredo educates 7,500 students.

The region continues to experience robust growth. Its population has risen by 7.4% (about 169,000 residents) since 2010. The Port of Corpus Christi, meanwhile, was recently ranked by Site Selection magazine as the No. 1 Free Trade Zone in the country. The port is also the No. 1 port in Texas for generating new industry and new jobs. ★

#### 2020 LAREDO'S TOP PROJECT SECTORS

SECTOR	PROJECTS
TRANSPORT & LOGISTICS	5
FOOD & BEVERAGE	4
BUSINESS & FINANCIAL SERVICES	2

Source: Conway Data



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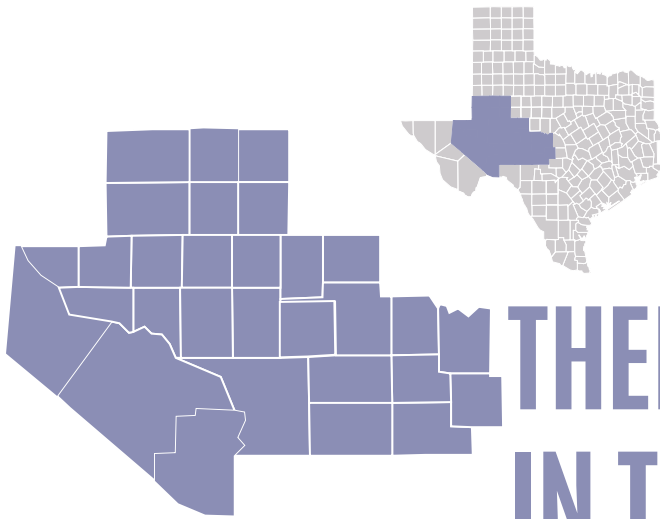
**\$23 Billion**  
economy and  
8th largest  
metro economy  
in Texas.

**Top 50**  
fastest  
growing in  
the nation.

**Top 15**  
fastest  
growing in  
Texas.

**Top 5**  
citrus  
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# THERE'S BLACK GOLD IN THEM THAR HILLS

by RON STARNER



Downtown Midland Texas  
Photo: Getty Images



**W**hen it comes to minerals gleaned from the earth, there is perhaps no place in America more important to the national and global economy than West Texas.

Home to the Permian Basin, West Texas contains the Mid-Continent Oil Field province and serves as one of the largest sources of oil and natural gas in the world. As a result, the economies of Midland and Odessa tend to reflect the boom-and-bust nature of the oil business.

West Texas is a 30-county region that stretches from the towns of Mason and Brady in the east to the Rio Grande just south of Dryden and just north of Seminole. The three main metro areas of West Texas are Midland, Odessa and San Angelo.

Total population of West Texas in 2019 was 660,000, accounting for 2.3% of the state's population. Since 2010, the region has experienced a 16% increase in population. Approximately 52% of the region's full-time residents live in either Midland or Odessa.

Major industries in the 40,000-square-mile area are mining; oil and gas extraction; pipeline transportation; heavy and civil engineering construction; support activities for mining; rental and leasing services; truck transportation; gas stations; fishing, hunting and trapping; and lessors of non-financial intangible assets.

In 2020, the region landed a series of high-profile capital investments. The largest was a \$5 million deal by ONCOR Electric Delivery Holdings Company in Stanton in Martin County. Other notable projects included a \$4.5 million investment by Purvis Industries in Odessa in Ector County and a \$3 million deal by Endeavor Energy Resources in Midland.

Odessa College, Midland College and the University of Texas Permian Basin educate thousands of workers every year throughout the region, as does a network of community colleges.

Interstate 20 and Texas State Highway 191 form the main thoroughfares through the region and connect West Texas to key markets in Texas, New Mexico and beyond.

Two major east-west railroads connect the region to Mexico, Dallas-Fort Worth, Houston, El Paso and other key markets in two countries. ★

#### 2020 ODESSA'S TOP PROJECT SECTORS

SECTOR	PROJECTS
MACHINERY, EQUIP. & CONST.	5
ELECTRONICS	1
BUSINESS & FINANCIAL SERVICES	1

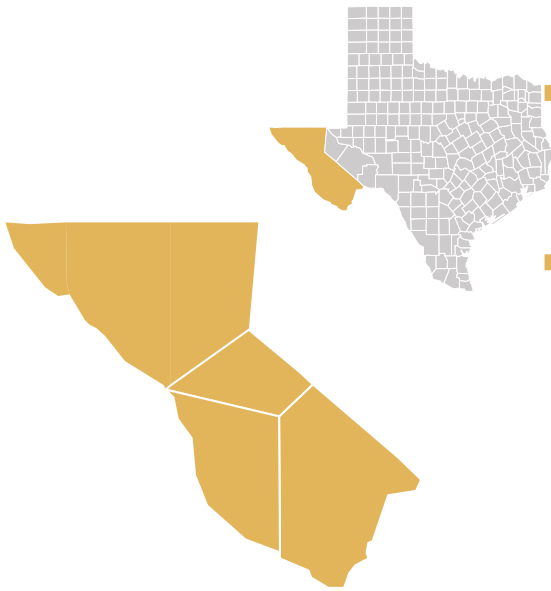
#### 2020 MIDLAND'S TOP PROJECT SECTORS

SECTOR	PROJECTS
ENERGY	3
MACHINERY, EQUIP. & CONST.	1
AEROSPACE	1
IT & COMM.	1
LIFE SCIENCES	1

Source: Conway Data

**West Texas has grown by 15.8% since 2010, adding 90,000 people.**

Source: Texas Comptroller



# TWO STATES, TWO COUNTRIES MEET IN EL PASO

by RON STARNER

About 97% of the people of  
the Upper Rio Grande Region  
live in El Paso County.

Source: Texas Comptroller

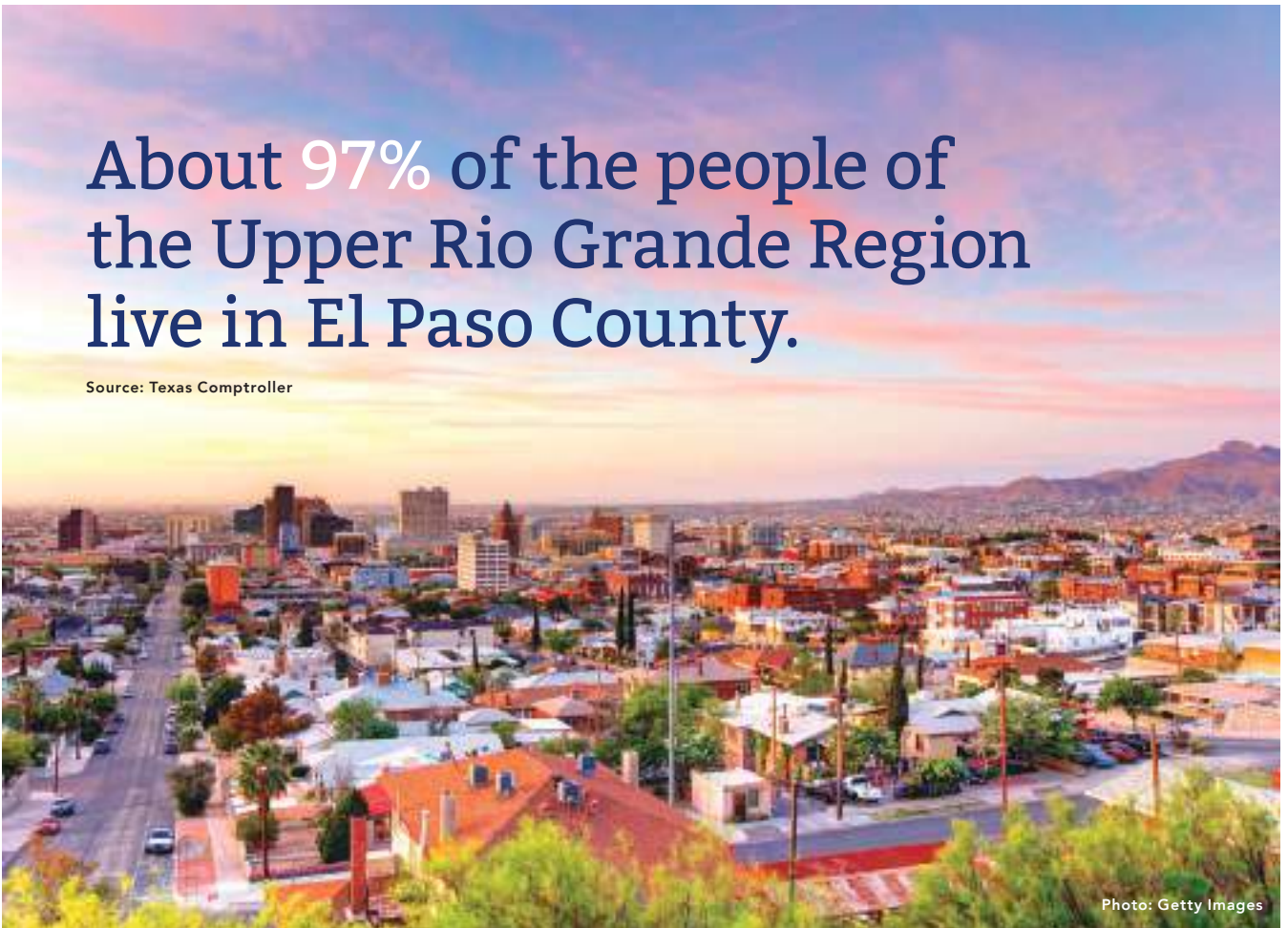


Photo: Getty Images



**T**here is perhaps no more scenic place in Texas than the majestic Upper Rio Grande Region. Covering 21,700 square miles and stretching from the Mexico border and the New Mexico state line along the Rio Grande past Big Bend and around the area of the Guadalupe Mountains National Park, this region has captivated the American imagination for centuries.

Six counties form the foundation of this region, with the El Paso MSA serving as the dominant metro area. In 2019, about 865,000 people called the Upper Rio Grande Region home. This represents an increase of 40,000 people (5%) since the 2010 census.

Major industries in the region include leather and allied product manufacturing; apparel manufacturing; law enforcement; truck transportation; petroleum and coal products manufacturing; museums and historical sites; administration of housing programs, urban planning and community development; heavy and civil engineering construction; primary metal manufacturing; and rental and leasing services.

In 2020, Greater El Paso landed 11 corporate facility expansion projects. The biggest deal came from Amazon, which announced a \$191.7 million capital investment to build a distribution warehouse and hire 700 workers in El Paso. The TJX Companies, meanwhile, announced a \$150 million investment to build a warehouse and hire

950 people in El Paso; and Marmaxx Operating Corp. announced a \$90 million investment to build office and distribution space and hire 950 people in the area.

The University of Texas at El Paso (UTEP) is the largest college in the region and educates more than 25,000 students each year. The National Science Foundation has designated UTEP as a Model Institution

#### 2020 EL PASO'S TOP PROJECT SECTORS

SECTOR	PROJECTS
TRANSPORT & LOGISTICS	4
BUSINESS & FINANCIAL SERVICES	3
LIFE SCIENCES	3
MACHINERY, EQUIP. & CONST.	3
IT & COMM.	1
CHEMICALS & PLASTICS	1
CONSUMER PRODUCTS	1

Source: Conway Data



Guadalupe Mountains National Park  
Courtesy of Travel Texas

for Excellence, one of just six schools in the nation to receive that honor. UTEP is also one of only 11 universities in America to receive a \$5 million Teachers for a New Era (TNE) research grant from the Carnegie Corp.

El Paso is served by Interstates 10 and 110, as well as four U.S. highways — 54, 62, 85 and 180. BNSF Railway Co. and Union Pacific Railroad Co. serve as the dominant rail carriers in the region. ★



*Making the Impossible*

POSSI

Toyota Stadium in Frisco, home to FC Dallas





## Bears and Rangers prove it can happen in Texas.

by RON STARNER

**O**n April 5, 2021, the sports world was treated to two remarkable sights, courtesy of the state of Texas.

First, the Texas Rangers opened the 2021 Major League Baseball season to a packed house at new Globe Life Field in Arlington — the first sold-out major sports event in the country since the advent of the global pandemic in March of 2020.

Secondly, the Baylor Bears stunned the sports world by upsetting and demolishing the previously undefeated and heavily favored Gonzaga Bulldogs in the National Championship Game of the NCAA Men's Final Four in Indianapolis later that evening.

Just a little over a year ago, both occurrences seemed highly unlikely. America, like the rest of the world, was struggling to gain control over the spread of the deadly coronavirus, prompting shutdown orders nationwide that left sporting venues silent and vacant.



Globe Life Field, home of the Texas Rangers, in Arlington

Meanwhile, new head basketball coach Scott Drew was still building a program that had been moth-balled just a handful of years ago. The experts predicted that Baylor would field a competitive squad in the 2020-2021 college basketball season, but no one knew whether a complete season was even possible, given the circumstances surrounding COVID-19 and its effect on various teams. And certainly no one was forecasting that Drew and his players would be cutting down the nets in Indy come April 5.

Yet, both things happened. Some 32,238 fans entered the turnstiles at Globe Life Field to cheer on the Rangers and usher in a season of MLB in Texas. A few hours later, Baylor players, coaches and fans alike celebrated wildly as the clock ticked down to

double zeros, capping a lopsided win over the No. 1-ranked Zags.

To understand how these unlikely events could happen, you must know the psyche of Texas. Ingrained into the DNA of Texans is an unmatched desire to excel and be the best at anything. From football and soccer to hockey and golf and virtually every other sport, Texans take great pride in being the best and in winning championships — both on the field and off.

That is why the legacy of Texas is replete with some of the most hallowed names in sport: Roger Staubach, Emmitt Smith, Tony Dorsett, Troy Aikman, David Robinson, Tim Duncan, Nolan Ryan, Kevin Durant, Sheryl Swoopes, Babe Didrikson Zaharias, Ben Hogan, Doak Walker, Ernie Banks, George



# SOME 32,238 fans entered the turnstiles at GLOBE LIFE FIELD TO CHEER ON THE RANGERS and usher in a season of MLB in Texas.

Foreman, Mean Joe Greene, Tom Landry, A.J. Foyt, Lee Trevino, Mia Hamm. These are just a handful of the legends who once roamed the fields, courts and racetracks of Texas.

Today, hundreds of stellar athletes carry on their legacy at venues in places like Frisco, Arlington, Houston, Sugarland, Corpus Christi, Dallas, Fort Worth, College Station, Lubbock, Austin, El Paso, San Antonio and plenty of other cities throughout the Lone Star State.

Soccer lovers fill stadiums in Frisco and Houston to cheer on FC Dallas and the Houston Dynamo of Major League Soccer, and they will soon be flocking to a new stadium in Austin. Football fans fill college stadiums as well as giant venues in Houston and Arlington to root for the Texans, Cowboys and

other teams. MLB fans can choose between the Houston Astros and Texas Rangers. Hockey lovers put on their sweaters to bang the glass for the Dallas Stars. NBA arenas in San Antonio, Houston and Dallas cater to fans of the Spurs, Rockets and Mavericks.

On top of that, recreational enthusiasts travel to the state each year to engage in hunting, fishing, backpacking, camping, boating, snorkeling, beachcombing, surfing, sailing, skiing, bike riding, running, hiking, rock climbing and plenty of other pastimes.

The common denominator in all these pursuits is a state that drives people toward excellence and having more than a little fun in the process. What happened on April 5 — in two cities — was but the latest evidence of that. ★



# Gone *to* Texas

View from Enchanted Rock, Fredricksburg  
Photo by Heather Overman

## 7 Reasons to Move to the Lone Star State

by SAVANNAH KING

**C**ompanies aren't the only ones packing up shop and moving to Texas. In recent years, people from all over the globe are moving to Texas.

In 2019, Texas ranked No. 2 in the nation for relocation activity, according to the 2021 edition of the Texas Relocation Report released by Texas Realtors. The report analyzes the latest migration data from the U.S. Census Bureau and U-Haul. According to the census estimates, Texas welcomed 537,000 — 582,000 new residents in 2019. This is the seventh year in a row that Texas attracted more than 500,000 new residents from out of state. The census also estimated 435,000 — 471,000 Texans moved to other states, yielding a net gain of approximately 100,000 people. Most of those new Texans relocated from California and





Florida, respectively. Other top states for people moving to Texas included Louisiana, Illinois, Oklahoma, New Mexico, Georgia and Arizona. Additionally, Texas welcomed approximately 192,000 — 222,000 new residents from outside the country in 2019.

Interestingly, California ranked first in the United States for the number of residents moving out of state in 2019, with Texas coming in second. The most popular out-of-state relocation destinations for people moving out of Texas included California, Colorado, Oklahoma, Florida and Georgia. While California was the top state new Texans moved from, and existing Texans moved to,

about double the number of Californians moved to Texas compared to Texans' migration to California.

**Here are seven reasons to make the move to Texas this year:**

**Economic opportunity:**

Texas rang in the 2021 New Year by becoming the world's ninth-largest economy. It also recently celebrated its ninth consecutive year winning Site Selection's Governor's Cup award — a clear indication of the state's ability to attract businesses and opportunity for its residents.

**Affordability:**

Texas offers an affordable cost of living. According to

ABOVE LEFT:  
Dixie Dude Cattle Ranch, Bandera, Texas  
Photo by Carmyn Rio

TOP:  
Lake Marble Falls reservoir on the Colorado River, Texas Hill Country  
Photo by Heather Overman

ABOVE:  
Texas state flower, the Bluebonnet  
Photo by Heather Overman



TOP:  
Mural in Austin  
Photo by Carmyn Rio

ABOVE:  
The Percy V. Pennybacker Jr. Bridge, Austin  
Photo by Shay La'Vee

ABOVE RIGHT:  
Cattle grazing in the Hill Country  
Photo by Heather Overman

Best Places, Texas boasts a cost of living index of 93.9, compared to the U.S. average of 100. According to Zillow, homes are more affordable in Texas than states along the east and west coasts, with an average home value of \$228,255.

**No income tax:**  
Businesses aren't the only

ones benefiting from the Lone Star State's low taxes and affordability. Not only are there no corporate income taxes, but Texans also enjoy having no personal income tax and keeping more money in their wallets.

**High-quality education:**  
From top-ranked universities, innovative community and





Thinking about relocating?  
Five reasons to consider

# *Amarillo, Texas*

- Outdoor activities like the second largest canyon in the United States
- Low cost of living and affordable housing
- Thriving Downtown scene
- Vibrant arts and culture
- Convenient day trips and getaways

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TOP:  
Padre Island, Corpus Christi  
Photo by Heather Overman

ABOVE:  
Bullock Texas State History Museum, Austin  
Photo by Heather Overman

ABOVE RIGHT:  
Texas Capitol, Austin  
Photo: Getty Images

technical colleges and Blue-Ribbon K-12 systems, Texas offers a robust range of educational resources.

### **Culture and community:**

From vibrant arts and tantalizing Tex-Mex, the Lone Star State offers a unique way of life. According to Wallethub, Texas is the No. 2 most diverse state in the nation. Across the state, various unique community events and festivals celebrate everything from music and culture to business and innovation.

### **Sports:**

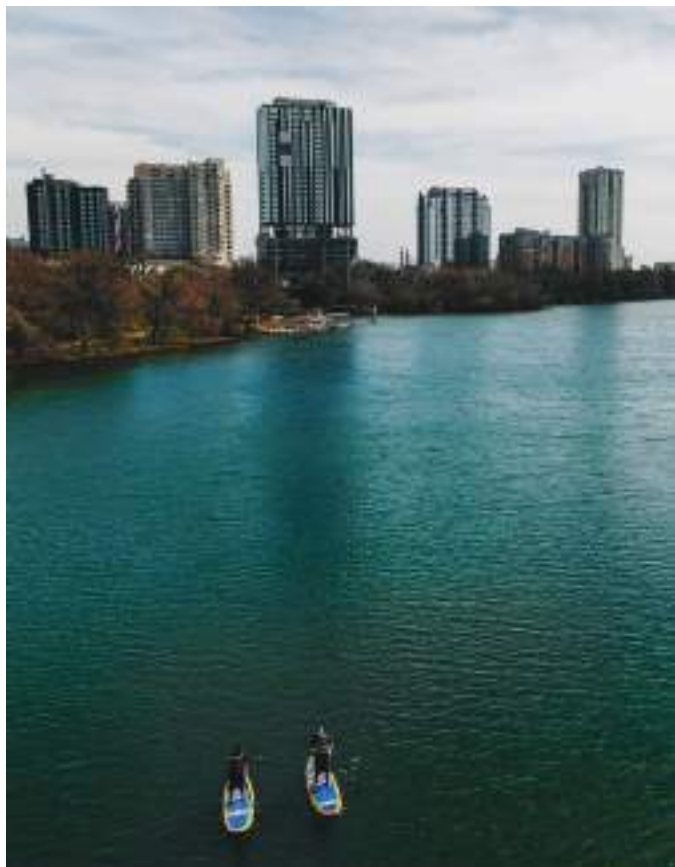
Texans take their sports seriously and are proud to support their favorite high school, college or professional sports teams.

Texas is home to several professional sports teams, including the Dallas Cowboys, Houston Texans (NFL), Texas Rangers, Houston Astros (MLB), Dallas Mavericks, San Antonio Spurs, Houston Rockets (NBA), Dallas Stars (NHL), FC Dallas and the Houston Dynamos (MLS).

### **Outdoor amenities:**

Home to two national parks: Guadalupe Mountains — the world's most extensive Permian fossil reef — and Big Bend in West Texas, the state boasts stunning scenery and unique natural amenities. Texas also boasts 90 state parks, 191,000 miles of rivers and streams, 624 miles of coastline and more than 70 working ranches. ★





ABOVE:  
The Alamo, San Antonio  
Photo by Carmyn Rio

LEFT:  
Paddleboarders on the Colorado River, Austin  
Photo by Carmyn Rio

## Powering Business in the County

Uvalde County is located in a highly active corridor, nestled between the metro area of San Antonio and the vibrancy of the border city of Del Rio. Two of the longest highways in the country — US 90 and US 83 — intersect in Uvalde County. This busy corridor creates a strong competitive advantage for industries who wish to move goods in and out of the region.

The Uvalde area is filled with an abundance of natural beauty. The Nueces, Sabinat and Frio Rivers flow through Uvalde County. Three river canyons were home to many Native American Tribes and Spanish Missions. Whether you are a nature enthusiast, enjoy hunting & fishing or just like an occasional float down a river...Uvalde County is for you.

*Great Business Opportunities and Amazing Adventures await you.*



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For more information visit [www.uvaldeeconomicdevelopment.com](http://www.uvaldeeconomicdevelopment.com)



TOP:  
The USS Lexington aircraft carrier museum, Corpus Christi  
Photo by Shay La'Vee

ABOVE:  
30-foot tall Eye sculpture, Dallas  
Photo by Carmyn Rio

RIGHT:  
Tejas Rodeo Company, Bulverde  
Photo by Shay La'Vee



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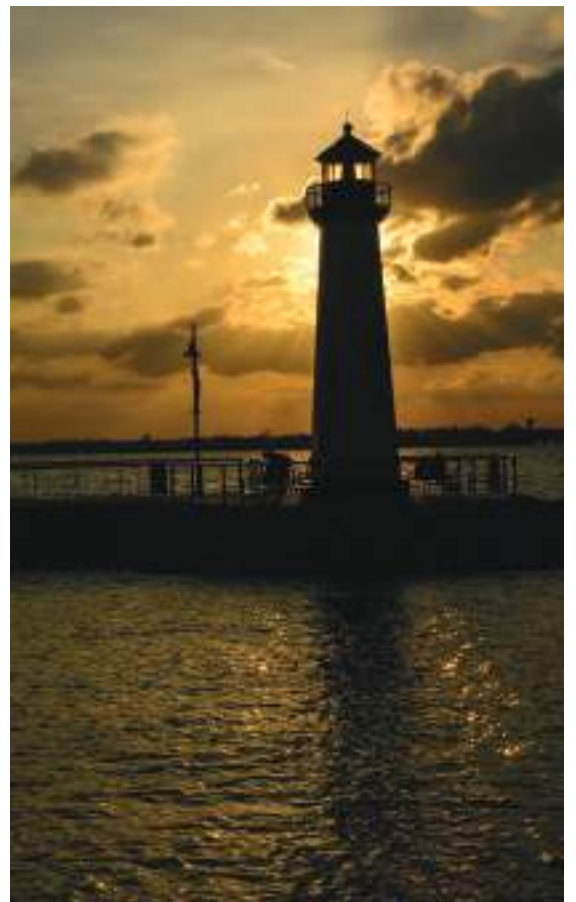


ABOVE:  
Austin building art  
Photo by Carmyn Rio

FACING PAGE TOP:  
Downtown Houston skyway  
Photo: Getty Images

FACING PAGE BOTTOM:  
Lake Ray Hubbard Lighthouse, Rockwall  
Photo by Heather Overman









TOP:  
The San Antonio Riverwalk  
Photo by Carmyn Rio

ABOVE:  
Corpus Christi Marina  
Photo: Getty Images

LEFT:  
Willie Nelson wall art, Austin  
Photo by Carmyn Rio





TOP:  
Wagon Wheel Ranch, Lometa, Texas  
Photo by Shay La'Vee

ABOVE:  
River activities, Austin  
Photo by Heather Overman

LEFT:  
Chapman Ranch windfarm, Nueces County  
Photo by Shay La'Vee





TOP:  
Darrell K. Royal – Texas Memorial Stadium, Austin  
Photo: Getty Images

ABOVE:  
Bob Hall Pier, Padre Island, Corpus Christi  
Photo by Heather Overman

RIGHT:  
Longhorns, Twin Creek Ranch, Willis, Texas  
Photo by Heather Overman





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A collage of four global landmarks: the Burj Khalifa on the left, the Space Needle in the center, the Taj Mahal in the foreground, and the Petronas Towers on the right.

[www.conway.com](http://www.conway.com)

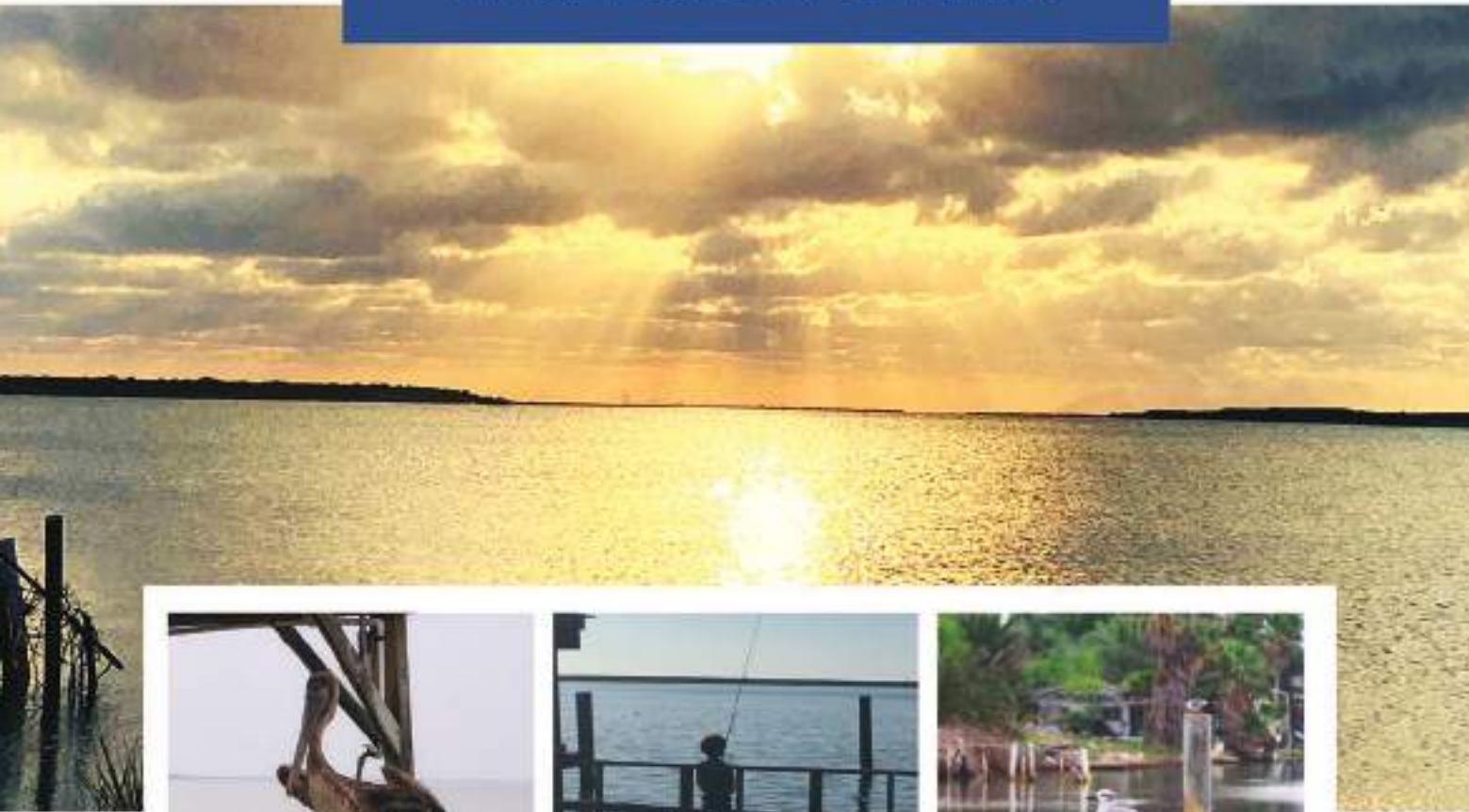


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Photos courtesy of our photo contest winners. Noah Ortiz, Tamara McNatt and Monique Rathbun



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